

# THE DISTRICT OF COLUMBIA'S Strategic Two-Year Workforce Investment Plan

For Title 1  
Of the Workforce Investment Act of 1998  
and the Wagner-Peyser Act

For the period of  
July 1, 2007 — June 30, 2009



**DISTRICT OF COLUMBIA TWO YEAR STRATEGIC PLAN FOR TITLE I OF THE WORKFORCE  
INVESTMENT ACT OF 1998 AND THE WAGNER PEYSER ACT**

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## PLANNING DEVELOPMENT PROCESS

### **Describe, in one page or less, the process for developing the State Plan**

1. *Include (a) a discussion of the involvement of the governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the State Plan (§§112(b)(1).)*
2. *Include a description of how the State handled public comments. ((§§111(g) and 112(b)(9).)*

Development of the District of Columbia's Two-Year Strategic state plan was truly a collaborative effort on the part of the Mayor and the District of Columbia Workforce Investment Council (DCWIC). A working group comprised of the DCWIC, the Department of Employment Services (DOES), and managers of the local One-Stop Career Centers conducted weekly working sessions to develop and review the various components of the plan. The initial planning process was set in motion on January 19, 2005, with a conference call between the U.S. Department of Labor and the states within Region 2. This discussion focused on the Workforce Investment Act (WIA) State Planning Guidance, draft timelines, and the federal goals for the workforce investment system for this two year planning cycle.

In the two years prior to the 2007 modification, workforce investment system partners worked diligently to implement the initiatives in the plan, as well as track progress and enforce program requirements. The plan contains the most current data and information available from all required One-Stop partners, the Mayor's Economic Development agencies, the D.C. Public Schools, the State Education Agency, the District of Columbia's Chamber of Commerce, and numerous other partners and stakeholders. It identifies the most critical challenges facing the District's employers and job seekers and outlines the strategies and opportunities that the public workforce system will utilize in order to develop and implement a more demand-driven workforce system. One such strategy will be to utilize the WIA flexibility provisions through the waiver process.

The DCWIC's Executive Committee conducted a review of the Workforce Investment Act/Wagner-Peyser Two-Year State Strategic Plan from May 7 through May 14, 2007. When this review was completed, the draft plan was posted on the Department of Employment Services Web site ([www.dcnetworks.gov](http://www.dcnetworks.gov)). It will be available for public comment until May 31, 2007. All comments and suggestions received from the DCWIC and/or public comments will be consolidated and forwarded to the U.S. Department of Labor, Employment and Training Administration, Region 2. In addition, the working group will reconvene to review and revise portions of the plan, as warranted.

### **State Plan Content**

- I. Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).***

The District of Columbia is a city of contrasts. It is the seat of government for the nation and headquarters for some of the world's most influential corporations and organizations. It is also a thriving municipality with its own local leadership, communities, residents, and resident attractions. With a resurgent economy and booming development, the District was one of the few cities in the United States to experience population and overall employment growth in 2006. This growth was in no small part due to the dynamism and diversity of its people.

This success, however, is not shared by all. Many District residents remain excluded from the economy as a result of a lack of skills and qualifications. The U.S. Bureau of Labor Statistics reported in March 2007 that the city had a 5.5% unemployment rate which, while vastly improved over the 8.4% joblessness rate experienced 10 years ago, remained out-of-sync with the Washington, D.C. Metropolitan Area's 3% rate, and was higher than the national average of 4.4%. This economic picture reflects a national trend where regions produce of thousands of service and technology jobs that go unfilled.

The D.C. State Education Agency reports that 37% of residents (the highest percentage in the United States) function at the lowest adult literacy levels. Of this cohort, 61% of adults read below the 8<sup>th</sup> grade level.

Skills deficiencies lead to workforce shortages that, in turn, restrict productivity and diminish the overall quality of life among citizens. The sobering reality is that a non-resident workforce possesses the education and skills level District jobs require. Consequently, non-residents acquire the jobs and a significant number of local residents are left unemployed. The District's continued vitality and competitiveness depend on District businesses being able to draw from a workforce equipped with good basic numeracy, literacy, and technology skills.

Mayor Adrian M. Fenty has championed the quest to transform the District into a true "city of opportunity" and full participation. Under the Mayor's vision for the workforce system, any District resident who wants and needs a job, or needs help in advancing out of low-wage employment in the future, will be able to readily access the opportunities that exist.

Furthermore, due to improvements in the system in the next two years, 2,500 residents will be placed in jobs, will advance in their current jobs, or will be placed in career and technical education programs designed to lead to employment.

Mayor Adrian M. Fenty has established 3 strategic goals and accompanying implementation strategies to achieve his vision and the target of assisting 2,500 residents achieve employment. These strategies have been shaped by the research and recommendations of the Brookings Institution and in consultation with District residents, employers, unions and non-profit providers during the transition.

**Strategic Goal #1: Organize publicly-funded workforce development programs around specific industry sectors and occupations that are in-demand in the city and the region, and that offer jobs and career ladders for people with less than a four-year degree.**

**Implementation Strategies:**

1. Work with education and training institutions to develop a series of programs along the skills continuum, with clear transitions from programs at one skill level to another including:
  - a. Develop a bridge program for GED students to specifically prepare them for post-secondary education, including study skills, admissions and financial aid, and time management.
  - b. Expand the number of career and technical education-related certificates and two-year degrees. These programs must be designed for low-skilled adults and tied into the local and regional labor market.
  - c. Accelerate the implementation of Career Academies in DCPS, and also support Career Academies in public chartered schools. Launch three in the 07-08 school year, and three more in the 08-09 school year.
  - d. Provide additional resources, assistance and incentives for programs serving adults with very low skills (below 6-8<sup>th</sup> grade), for whom post-secondary education or other technical skills training is not a realistic short-term goal.
2. Support a stronger leadership role for the Workforce Investment Council to develop workforce policy and engage the private sector to create a strategic workplace plan, as well as oversee the workforce investment system.

**Strategic Goal #2: Develop and support programs for ex-offenders and disconnected youth, who are likely to experience difficulty in succeeding in the labor market.**

**Implementation Strategies:**

1. Create a transitional jobs program for ex-offenders providing short-term, wage-paying subsidized jobs, coupled with supportive services and assistance finding an unsubsidized job.
2. Expand youth community service employment programs for disconnected youth by enhancing and expanding existing programs

**Strategic Goal #3: Review and improve the current strategies, services, and performance of publicly funded workforce programs.**

**Implementation Strategies:**

1. Complete a thorough review of the Department of Employment Service, its staff, services, programs, and working relationships with other agencies and organizations

- a. Develop a plan to improve the services offered through the One-Stop employment centers.
  - b. Review the list of training providers with whom DOES contracts to determine if they offer the appropriate mix of services.
  - c. Review and, if necessary, improve operations of the Summer Youth Employment Program, the Youth Leadership Institute, programs for out-of-school youth, the Transitional Employment Program, and pre-apprenticeship programs.
2. Review all publicly-funded workforce and education programs, including programs operated directly by government agencies, those operated by nonprofit organizations using public funds, and programs for which workforce development is one component in a broader mission.
3. Hold quarterly CapStat sessions on the progress towards developing a more effective workforce system.

Education is the cornerstone of the Mayor's plan. Upon assuming office in January 2007, Mayor Fenty established a framework for reform in his "*100 Days and Beyond, 2007 Action Plan for the District of Columbia*." The plan charts a progressive course for ensuring a more inclusive workforce by developing an effective talent pipeline. The initiatives are centered in the fundamentals of lifelong learning, including bolstering academic programs and infrastructure at public and post-secondary schools. The plan also recognizes the critical role that adult education; higher education; and alternative, vocational, and technical training institutions must play in addressing learning and quality of life disparities.

Mayor Fenty has also recognized that effecting workforce change is a community responsibility. In line with this philosophy, the District workforce investment system is collaborating with public and private partners to institute innovative, community-based training and career development programs under WIA for adults and youth and is expanding services under local authority.

Today, the District is committed to the two-fold goal of eliminating barriers to inclusion and delivering a market-driven workforce system that supports the District's economic health and competitiveness. The emphasis is on a particular form of transition: from learning to sustainable employment. To realize this commitment, the District recognized the need to take a creative approach to developing a talent pipeline that bridges the gap between the job skills of the District's workforce and the skills requirements of high growth, high demand occupations in the Washington, D.C. metropolitan area labor market.

Elevating the skills and abilities of the workforce are key to economic growth, and are particularly important to the District's knowledge-based, high value-added economy. It is the Mayor's stated goal that any District resident who wants and needs a job, or needs help in advancing out of low-wage employment, will be able to readily access the opportunities that exist.

As the District's designated workforce development entity, the Department of Employment (DOES) is putting the Mayor's vision into action, in support of the development of the emerging worker.

However, it is important to understand that as the "state" department of labor, DOES plays a larger role in the city's economic arena. In light of the department's wide-ranging responsibilities, the District's workforce system has a primary stake in how well the system relates to the business community and how the business community perceives the value of the workforce system. With Mayor Fenty's vision in mind, we are working to raise community expectations through tangible results. We continue to build systems and services that offer customers an array of training and work opportunities with potential to help move them into the economic mainstream.

Whether the District is measured by its unemployment rate — the number and types of employers; the skills of the workforce; the commuting patterns of people working in the District; the social services provided to area residents; or the overall quality of life, it is clear that the city's economy does not end at its borders. Washington, D.C. is the heart of a Metropolitan Statistical Area (MSA), which is defined by the USDOL/BLS as the Washington – Arlington – Alexandria, D.C. – Va. – Md. – W. Va. Metropolitan Statistical Area (MSA).

Workforce development must be approached in recognition of this regional interdependence. The metropolitan approach offers the best hope for addressing the underlying causes of joblessness and poverty. But this approach also requires federal and state buy-in, a more structured and intensive exchange of information and opportunities across state borders, as well as an ongoing system of coordinating educational services and affordable housing and transportation efforts in a regional context.

The mission of the public workforce system is clear: to be the leader in the development of public solutions that will result in a skilled labor pool that is prepared to respond to the needs of local and regional employers. Success will require vigorous support of a dynamic talent development system, using a combination of WIA and Wagner-Peyser funding and local appropriations. We are pursuing a multifaceted plan to accomplish this goal, starting with investment in our One-Stop Career Centers. One-Stop system enhancements include the establishment of new satellite centers in underserved communities; expanded service to disabled and multicultural customers, technological enhancements that help our staff track and assist customers and improve self-service functions; increased integration of work support services, and more entrees directly into the community by staff.

To derive the best opportunities for job seekers, the District continues to cultivate a "business-first" connection with employers through the Business Services Group (BSG) and "First Source" support; host successful recruitment events for large and small employers; extend relationships within the metropolitan region through the DCWIC, Chamber of Commerce, and industry associations; and deliver up-to-the-minute labor market information.

We will expand our award-winning programs in apprenticeship, pre-apprenticeship, veterans' affairs, and ex-offender services, as well as the vital work of our Rapid Response, WIRED/Base Realignment and Closure (BRAC), Unemployment Compensation, and senior citizen service teams. And we remain committed, as always, to finding effective ways to serve

and uplift our youth, particularly through innovative educational programs and work and community-based training.

Going forward, the major goals of the District's workforce investment system are to:

- Strengthen talent development programs;
- Establish stronger connections to economic development;
- Connect education and business to emphasize high growth, demand-driven activities;
- Improve community-based access to training;
- Enhance our regional relationships;
- Encourage greater integration and co-location of services;
- Implement the enhanced youth vision;
- Enhance incumbent worker services;
- Increase public/private partnerships in and outside of the One-Stop system;
- Establish workforce and economic development promotional teams;
- Support the DCWIC in the development of a Comprehensive Workforce Strategic plan; and
- Clarify performance agreements through Memoranda of Understanding.

***A. What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)***

Mayor Fenty's vision for economic development is to improve District government operations that encourage and incubate local businesses and employment opportunities. Neighborhood business districts encompass a wide range of people, organizations, and commercial interests and represent an avenue of opportunity. Successful revitalization of these districts requires a concerted effort to organize consensus among these groups, to develop support (both human and financial) for commercial revitalization activities, and to encourage investment in neglected corridors.

One mechanism for neighborhood commercial revitalization is *DC Main Street*, a coalition of business associations, community development corporations, and business improvement districts. The group continues to work collectively to encourage urban renewal, expansion, population growth, financial investments, and jobs through the following priorities:

- Develop a clear vision of a strong commercial area. This vision will provide a framework for other activities that enhance the design, economics, and promotion of the commercial district;
- Prepare work plans and budget required to implement the commercial revitalization vision;
- Participate in training programs, workshops, and networking opportunities with other neighborhood business districts;
- Generate financial support through a comprehensive funding development plan, which is based on a strategic corridor revitalization plan and specific, detailed work plans;
- Develop and manage volunteers to provide productive and creative support for revitalization projects and activities;
- Establish consistent and reliable communications and outreach to build awareness of and support for the commercial revitalization activities through newsletters, websites, articles in local newspapers, other media attention, and special events;



- Celebrate revitalization progress, including new and expanded businesses, new jobs, increased sales, and building rehabilitation and new construction; and
- Build strategic partnerships with corporations, volunteer networks, and small business development associations for strategic guidance and advice, financial support, and in-kind services or donations.

Attracting and retaining businesses is also critical to achieving the goal of expanding and diversifying the economy. Business clusters and networks can support this goal by encouraging collaboration and demonstrating benefits, building internal capability, promoting innovation, ensuring effective skills supply, accessing appropriate funding, and maximizing competitive advantage.

To become a true city of opportunity, the Mayor has stated that all corners of the city deserve to benefit from the economic boom. The District's economic development should serve residents as well as the business community. The Mayor's plan for the District calls for a variety of community-forward, economic development initiatives, including partnering with not-for-profit and other community-based organizations to stimulate economic development in underserved areas. Further, the plan calls for opening new bank branches, construction and renovation of libraries, and retail development corridors, particularly "East of the [Anacostia] River," an area that historically has lacked commercial development or other growth opportunities and, consequently has a higher percentage of unemployed and low-income residents.

Retail attraction leads to jobs for District residents, an increase in sales and property tax revenue, potential construction jobs, and the opportunity for residents to purchase goods and services in their own neighborhoods. The District's "retail action strategy" has become a year-round outreach effort for the Mayor in conjunction with the Washington DC Economic Partnership, the broker community, developers and the DC Building Industry Association Retail Committee. The initiative includes biannual Retail Summits and Site Tours. In 2007, more than 100 retailers gathered to share experiences and advice on sustaining and growing a local business.

In the past, our workforce education and training programs were imperfectly aligned with the needs and job openings in our economy. Today, partnerships are underway to pilot training and development programs for workers in the healthcare and hospitality fields – two of the highest growth industries in the District. This "career ladder" program is led by the Catholic University of America's (CUA) Metropolitan College. This partnership with Marriott International's Renaissance Hotels and Providence Hospital focuses on helping workers develop vertically and, in turn, create entry-level positions for emerging workers.

The District of Columbia Workforce Investment Council (DCWIC) is also developing a strategic plan to target education and training dollars to high-growth, high-priority occupations. The DCWIC has developed a three-step process to define high-priority occupations:

- Step One: Industry Sector Analysis to identify the industry sectors that provide the highest potential for growth and could benefit most from strategic workforce training investments.

- Step Two: Occupational Data Analysis to create a baseline list of high-demand, high-wage occupations within each of the targeted industry sectors using the best available labor force data.
- Step Three: Expert Input and Regional Factors to identify occupations that are likely to emerge based on economic development investment, new labor trends, or business demand, that are too new or regionally-specific to be identified by the data.

Step one was completed by the DCWIC through its District State of the Workforce Report. Steps two and three of this process will be undertaken annually to ensure that training investments keep pace with rapidly changing technology and labor market demands. Our public workforce investments will be focused on job categories identified as high-priority occupations.

The Mayor supports several business and retention task forces, intra-governmental workgroups, sector-driven initiatives, outreach and marketing strategies, and tax incentives to reinforce the District's attraction and retention packages.

Workforce development system partners provide technical assistance to new and existing businesses as they work to navigate the District's complex regulatory process. DOES account executives and other public and private agencies represented on the DCWIC consult with business and assist with business-specific priorities. Receipt of such user-friendly, 'no cost' services is an advantage for business in a competitive labor market. The following represents a sample of technical assistance available to interested businesses:

- Information on business assistance programs;
- Assistance understanding and navigating the licensing system;
- Consultation on unemployment taxes, wage-hour standards, and tax credit programs; and
- Presentation of customized training requirements.

***B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)***

The DCWIC has been charged with overseeing and directing a more innovative, effective, and efficient use of resources, and to ensure that programs outside of the WIA system provide coordinated services that are outcome-driven and responsive to the workforce needs of District employers and job seekers. To meet these goals, WIA-funded and locally funded activities may serve multiple objectives across a number of providers and providing a range of assistance to individuals throughout the process of their re-integration into the labor market.

At the Mayor's direction, the DCWIC is exploring other means of collaborating with local human service, employment service, and housing entities and their private partners. One result of this effort was the formation of the District's "Resource Map of Workforce-Related Programs." Outcomes from this initiative are critical tools to promote, advocate, and facilitate a higher level of integration of services and collaboration of programs. As in most states, the

District's workforce board is a convener and facilitator. However, in this instance, the Mayor has empowered the DCWIC to become a change agent to oversee and direct a more innovative, effective, and efficient use of resources and ensure that programs outside of the WIA system provide coordinated services that are outcome-driven and responsive to the workforce needs of District employers and job seekers. However, from the Resource Mapping initiative it was determined that while some duplication was present, federal resources were simply insufficient or too prescriptive to address many of the challenges presented by the District's areas of chronic unemployment.

To address the service gap, the District adopted a sweeping workforce development legislative package, entitled the *Way-to-Work Amendment Act of 2005*, which was enacted in 2006. The legislative package included several initiatives designed to address the needs of the hard-to-employ, including a "living wage" provision, expansion of the First Source program, and Job Opportunity Bank initiatives, as well as the Transitional Employment Program, the Pre-Apprenticeship Program, and the Youth Employment Services Initiative. *Way-to-Work* has made significant inroads to helping residents overcome barriers to employment, successfully compete in today's labor market, and achieve economic self-sufficiency. In addition, the legislation contains elements that encourage District businesses to expand hiring of residents and become full partners with the District government in its efforts to revitalize the city's economy and create new job opportunities. The following is a summation of *Way-to-Work* programs:

- **Living Wage:** This legislation created a living wage of \$11.75 per hour in the District of Columbia that applies to recipients of government contracts or other financial assistance in the amount of \$100,000 or more. The DOES Office of Wage and Hour is drafting rules and regulations to fully implement this program.
- **Job Opportunity Bank:** The Job Opportunity Bank (JOB) is a locally-funded initiative which offers grants to low-income residents and incumbent workers to enhance skills development and provide customized training for incumbent workers seeking career advancement. Initial funding of \$100,000 was placed in the budget of the Deputy Mayor for Planning and Economic Development. Policy guidance is given by the DCWIC. The DCWIC, in collaboration with DOES, will establish a bridge program which will serve to strengthen the literacy and pre-employment skills of District job seekers. Additional funding of \$252,000 in FY 2007 will fund a joint initiative with the University of the District of Columbia/State Education Agency (UDC/SEA) to provide worker readiness training to adult learners.
- **First Source Program:** The First Source Employment Agreement Program (FSEA) is a local program designed to ensure that District residents are given priority for new jobs created by District-financed projects and District government administered programs and to increase the number of District residents participating in apprenticeship programs registered with the District Apprenticeship Council. Under this program, employers are required to hire 51% District of Columbia residents for all new jobs created, and 51% of apprentices employed on covered projects.
- **Transitional Employment:** The city's Transitional Employment Program (also known as "Project Empowerment") replicated recent program successes serving welfare recipients and ex-offenders and employs the same strategies with residents who have significant barriers to employment. Previously called public-service employment

(PSE), “transitional employment” was revamped as an integral element of welfare-to-work programs in many states, including the District. Transitional employment (TE) differs from the PSE model through the addition of reinforcing program elements including aggressive supportive services, basic education, job coaching, and limited vocational training. On the whole, other, less intensive programs have not succeeded with this population. There is solid evidence that TE has succeeded in moving individuals with multiple barriers to employment into the workforce. The District’s *Project Empowerment Plus* program was awarded the USDOL’s “Recognition of Excellence” award in June 2006 for its success in moving participants from subsidized employment to unsubsidized jobs with an average hourly wage 62% higher than the District’s minimum wage.

***C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor’s vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)***

An essential ingredient of a competitive economy is a highly skilled labor force. In turn, one of the essential characteristics of a skilled labor force is a high level of literacy—the ability to read and comprehend, as well as the ability to understand and apply mathematical calculations.

Efforts to reduce the District’s unemployment rate have been hampered by the existence of a significant population cohort suffering from educational deficiencies, and thus, unable to productively participate in the workforce. The District has a dropout rate that is among the highest in the nation and one of the lowest adult literacy levels. The links between low literacy, joblessness, and poverty are strong, according to the D.C. State Education Agency (SEA). “On average, the lower a person’s literacy level, the more likely the individual is to be struggling economically, often living below the poverty line,” the SEA said in its 2007 “*State of Adult Literacy Report: Investing in Human Capital*.” The report goes on to state that in a city where 47 percent of the jobs require a college or advanced degree, a sizeable portion of District residents face severe disadvantages in the marketplace.

Mayor Fenty has made a commitment to turning the tide on the city’s education record and residents’ earning power. His education reform legislation, entitled: *Public Education Reform Amendment Act of 2007*, raises the bar for the public education system and makes literacy and lifelong learning a more urgent priority.

The Mayor has challenged workforce and education system administrators with taking a more incisive look at the continuum of learning – from early childhood education to adult education – to create a school-to-career transition process that is accessible and effective. In support of these efforts, the District has allocated additional dollars for career bound curriculum development at designated colleges.

For many adults, community college is one of the first steps in the adult learner’s journey to reintegration and self-sufficiency. However, the District lacks this important, municipal educational institution. Community colleges typically enroll a more diverse population, including minorities, older students, immigrants, first generation students, students with disabilities, and working students. They offer not only a wide range of short term degree and certificate programs, but also basic education services. The Council for Advancement of Adult Literacy (CAAL)’s Community College Task Force Study in 2005 showed that nationwide,

about a third of all adult basic education students were enrolled in a program at a community college. The District is considering a proposal to establish a community college under the auspices of the city's public, four-year university, the University of the District of Columbia (UDC).

Currently, UDC operates two adult literacy and education programs. The *Lifelong Literacy* program places coaches at community organizations throughout the city, including at the One-Stop Career Centers. The advent of this program has provided immediate access to literacy opportunities to residents who lack this basic component for employment in a demand-driven economy.

In 2007, the DCWIC entered into an MOU with the UDC State Education Agency, Adult Education and Family Literacy division to erect a worker readiness program. The program, which is to be contracted to three community-based providers, would prepare at least 50 adult learners for high demand entry level jobs, through courses covering pre-GED and GED preparation, work readiness credential preparation, and technology.

In addition, web-based literacy options are offered through Plato Adult Education GED courses at three of the District's One-Stop Career Centers. Finally, the District's mobile One-Stop van brings DCVOS Internet capabilities, on-line literacy options, and literacy coaches into the neediest communities.

To actualize President Bush's offender re-entry vision, the District partnered with District's Court Services and Offender Supervision Agency (CSOSA) to implement *Project Empowerment Plus*, an employment-driven program that provided life skills/job readiness training. Originally funded by a Department of Justice (DOJ) grant, the program was the 2006 recipient of the Department of Labor Recognition of Excellence Award for Special Populations in the Workforce. The one-year DOJ grant ended in 2005, but the District replicated the successful program with local funding and expanded it to serve disadvantaged residents of "hot spot" communities through the Transitional Employment Program (TEP).

WIA funds have further been leveraged to support the District's efforts to work with hard-to-serve populations through the District's Faith-Based Initiative. Through the coordinated efforts of the DCWIC and the Office of Faith and Community-Based Partnerships (OFCBP), Memoranda of Understanding (MOU) were signed with local faith-based organizations allowing them to utilize space in One-Stop Career Centers, reserve the Mobile One-Stop, and access other available services for customers seeking job opportunities in their communities. The District is currently exploring ways to use faith-based partners to increase worker retention rates in the District, a critical component of an effective workforce investment system.

Capturing the benefits of the District's job market requires a local workforce that has mastered basic literacy to move from low-wage jobs to self-sustaining careers. Clearly, short-term training solutions are no longer sufficient for developing the caliber of workforce required by a local economy that demands a highly-skilled, educated workforce. To this end, DOES is partnering with the Hotel Association of Washington, D.C. (HAW) to provide at-risk and/or low-income youth and adults with structured training programs. The expanded HAW program provides intensive hotel vocational training, as well as basic literacy instruction, basic computer training, life skills development, career counseling, and job placement services.

We continue to look for opportunities to join forces with industry partners, community-based organizations, and training providers to implement programs with measurable results in workforce preparation, particularly those programs that support job retention.

The apprenticeship model of training has been successful in the District as a means of transitioning residents from unemployment and low-skill work to an enduring, professional trade. From 2005 to 2007, the D.C. Apprenticeship Council approved approximately 80 new apprenticeships with union and non-union apprenticeship sponsors. Although construction is the largest industry for apprenticeship opportunities, the Office of Apprenticeship was successful in bringing in other trade areas in the past two years. The District was the first jurisdiction in the nation to promote and establish an agreement with CVS/pharmacy to provide apprenticeships for pharmacy and photo-lab technicians. And after many years of discussions, the D.C. Apprenticeship Council approved the Washington Metropolitan Area Transit Authority (WMATA) apprenticeship program in the trade of elevator/escalator repairer. The District's pre-apprenticeship program has proved equally effective in training residents to meet eligibility requirements for formal apprenticeships.

Because apprenticeship eligibility requirements include high school completion and advanced math skills, the Office of Apprenticeship (OA) proposes the establishment of a "Step-Up" apprenticeship initiative, geared to displaced and disadvantaged adults, including ex-offenders. The "Step-Up" apprenticeship initiative will enable those residents who do not qualify for formal apprenticeships to be registered as apprentices on a temporary basis, for up to 12 months, and be allowed to work on Davis-Bacon prevailing wage projects. This temporary 12-month period of apprenticeship registration will also allow residents to secure the requirements for apprenticeship while being employed and earning a living wage. The OA is seeking contractors (union and non-union) to agree to participate in this partnership initiative, in the hope of establishing the program in 2008.

The Mayor has proposed the following strategies to the District's workforce investment system to assure enhance its effectiveness and ensure inclusiveness:

- Organize publicly-funded workforce development programs around specific industry sectors and occupations that are in-demand in the city and the region and that offer jobs and career ladders for people with less than a four-year degree. Likely industry targets include: construction, hospitality, health care, and administrative/computer support occupations.
- Work with the University of the District of Columbia, the Department of Employment Services, the State Education Agency, adult education programs, job training and placement organizations, DC Public Schools and public chartered schools to determine how best to develop a series of programs along the skills continuum. The goal is to develop a training pipeline that produces work-ready job candidates with the technical and soft skills they need to get and keep a job.
- Community college certificate and degree programs and "contextual education" programs (programs that mix basic reading and math skills with occupational skills training) are critical to the success of an industry-focused approach.
  - If UDC is committed to expanding its workforce programs, the city will provide support and resources. If UDC remains focused on its four-year and graduate

mission, the city will need to find other alternatives to provide career and technical education to its residents.

- Provide assistance and incentives for adult literacy and other providers to develop programs that blend basic skills, occupational skills, and work readiness.
- Support the implementation of Career Academies in DC public schools, which give graduates strong options for employment, further education, or apprenticeships. Career Academies are “schools within schools,” with a cohort of 50-75 students working with the same cluster of teachers throughout high school. They have a career theme for their academic and technical curricula in specific industry clusters, and have strong relationships with employers.
- Work closely with employers to design programs, and to develop career ladders within industries. Training programs should have a “dual customer” focus and meet the needs both of employers and job-seekers.

With the Mayor’s continued leadership, the District’s workforce preparation system will provide an effective continuum of integrated services that will strategically move this population towards self-sufficiency. The goal is to customize, enhance, and sustain workforce capacity that will lead to meaningful and growth-oriented employment. The District will continue to expand and enhance existing systems that will:

- Strengthen the *Adult and Family Literacy Initiative*;
- Establish a community college system in the District;
- Expand community and faith-based learning centers;
- Double the number of lifelong learning coaches at One-Stop centers;
- Expand “career ladder” and occupational mentorship programs;
- Formalize relationships with District high schools and colleges to expand career bound initiatives;
- Facilitate the proficiency of limited-English speakers;
- Expand transitional employment programs;
- Ensure the provision of supportive services through interagency collaboration.

***D. What is the Governor’s vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)***

An effective workforce system is a cooperative one. The key elements in the DCWIC’s Comprehensive Workforce Strategic Plan will be partnerships and coordination. Under the direction of the Mayor, the DCWIC and DOES are working to establish an interagency liaison to integrate workforce development programs. This person will be responsible for working with other District agencies to ensure that we maximize all partnerships. The District’s goal is to strike a friendly balance between supporting economic growth while focusing on the needs of the hard-to-employ. These goals, which at first might seem at odds with each other, can work together for the greater good through enhanced talent development programs, stronger intra-agency and public/private coalitions, and regional alliances. Public/private partnerships

are essential not only in terms identifying job opportunities for residents, but also in helping to increase awareness of the various resources available through the workforce investment system.

The system is confronted daily with a limited ability to address the various barriers that block many District residents from the opportunities that arise from workforce development ventures. To address disparities, experts recommend a combination of workforce development, work supports, and housing policies to help a significant number of low-income District residents move into the middle class.

Solutions to problems contributing to joblessness, poverty, illiteracy, and health deficits require a coherent and integrated citywide strategy. “Workforce development, while critical, cannot do the job alone,” the Brookings Institution report noted. Progress and parity arise from a coordinated system of reforms involving all sectors — education, economic development, workforce development, and support services. The workforce investment system will play an important role in bringing these stakeholders together.

The Mayor has charged the DCWIC with assuming a leadership role in setting workforce development policy and positioning itself as the hub of the publicly-funded system. The DCWIC will be an integral part of a multi-dimensional strategy for resident empowerment. The DCWIC has established a new standing committee for economic development that will create strategies to improve and expand connections between development projects, employment, and training. The new Economic Development Committee will be co-chaired by the District’s Deputy Mayor for Planning and Economic Development and a representative from the local development community. Such strategies are key to leveraging resources that systemically improve workforce development.

The DCWIC will assist in the development of active, evolving, and clearly defined collaborations between workforce and economic development entities. One principal initiative will be the establishment of an Industry Sector Strategy for workforce development. As a joint initiative of the DCWIC and D.C. Chamber of Commerce’s Workforce Development Foundation, the industry-specific sector strategy will focus on three high-growth industries: health care, business services (banking, hospitality/restaurant, and tourism) and construction.

In another example of the push to expand inter-regional relationships, DOES has established an information-sharing connection with the “Workforce Organizations for Regional Collaboration,” (WORC), a not-for-profit organization that assists Greater Washington’s diverse population in finding jobs that can lead to sustainable careers. WORC specializes in helping employers fill “hard-to-fill” but in-demand positions in Customer Service, retail, driver/delivery, hospitality, food service, healthcare, construction, building maintenance/repair, and entry level administrative positions.

With the creation of the Business Services Group (BSG) in 2005, DOES took a significant step toward integrating business and community workforce concerns. BSG account executives market the services of the department and the team works with the business community to determine the services and products required to meet workforce needs. The BSG is a part of the department’s One-Stop delivery system and has been recognized as a “best practice” by USDOL. The BSG is a central component of the District’s demand-driven approach to workforce management, which is helping to better align labor force development with high-demand occupations.



One of the department's most emulated public/private partnerships is the co-location of CVS/pharmacy and a One-Stop Career Center. With its regional training center located inside a District One-Stop Career Center, thousands of job seekers have accessed One-Stop services and the benefits of DCVOS. The nationally-recognized apprenticeship component of the CVS/DOES partnership received the District's State Apprenticeship Council (SAC) approval for the photo-lab technician occupation. In PY 2007 and FY 2008, we will seek to expand apprenticeship opportunities in the allied health field. With the continued construction boom and the city's mandatory apprenticeship law, approximately 60 new apprenticeship programs in the construction industry are anticipated during this period.

These initiatives and accomplishments notwithstanding, the Mayor has challenged the District's workforce stakeholders to continuously seek ways to further maximize and leverage the broad array of federal and state resources available for workforce development initiatives to more effectively serve business interests and residents.

Through the DCWIC, as well as other established local business organizations such as the Federal City Council, Board of Trade, and the D.C. Chamber of Commerce, the Mayor has the counsel of business and industry leaders who impact both local and regional economies. They will define the human resource demands of our local economy. Similar collaborations led to innovative and crosscutting partnerships such as the CVS/pharmacy initiative described earlier.

DOES and The Adult and Family Literacy Initiative and the State Education Agency are working together to develop and implement data-driven strategies to address the needs of the system as well as program participants.

The Mayor has challenged the DCWIC to form new partnerships that will define the service delivery needs of the health, construction, retail, and hospitality industries. Systems will be put in place to develop skill standards and employability certifications pertinent to each industry. Approved training providers and regional colleges will be integrated with industry cluster advisory teams essential to curriculum development for workforce courses.

***E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other youth at risk? (§112(b)(18)(A.)***

The DCWIC and its Youth Investment Council are the entities charged with ensuring the implementation and providing oversight as we embark on the transformation of the District's youth services delivery system. Much progress has already occurred through local Way-to-Work programs, including the Summer Youth [Employment] Program (SYEP) and Mayor's Youth Leadership Institute. The Mayor envisions that more will be accomplished by coordinating the delivery of services among the District's major youth stakeholders (D.C. Public Schools, Department of Employment Services, Youth Rehabilitation Services, Department of Human Services' Children Family Services Agency, Rehabilitation Services Administration, Mental Health, Metropolitan Police Department, and the University of the District of Columbia) to ensure that the services being delivered offer a variety of educational, interventional, developmental, and employment-related activities. These linkages will be

formalized by interagency agreements that make departmental heads accountable for service outcomes.

Stakeholder service delivery will be regularly assessed to ensure that the systems are seamless as well as demand and outcome driven. In addition, the private sector will be invited to develop youth employment and training programs that are customized to address their needs. Partnerships and collaborations will not occur not only between public and private sectors, but also with community and faith-based organizations that have a proven track records in effectively providing employment and training solutions for at-risk youth.

In 2006, DOES completed a pilot with the Office of Youth Rehabilitation Services (YRS) to serve adjudicated youth (14-21) in a re-entry program designed to mirror services provided in the District's WIA-funded year-round program. While there were tangible benefits, the overall effectiveness of this program was diminished by the number of youths who were extremely low-skilled and who required additional services out of the purview of DOES, including intensive counseling, mental health, and support services.

The department has higher hopes for an after-care initiative begun in 2007, through a partnership with the Department of Human Services' Children Family Services Agency (CFSA). This program would provide community-based support network for emancipated youth, such as housing assistance, work readiness preparation, and parenting supports. CFSA also has embarked on a three-year project in partnership with the Freddie Mac Foundation to design, develop, and implement a community-based system to respond to the needs of youth aging out of foster care.

Further, the District allocated funds in the 2006 budget to serve out-of-school youth. This proposal is the result of an increase in juvenile homicides and youth violence in the city. Increased funds will allow DOES to further leverage its federal resources in serving this targeted population.

***II. Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)***

The District stands at the center of one of the best performing economies in the nation. The development dynamic is illustrated by \$15.2 billion worth of projects completed since 2001, and \$7.5 billion worth of projects currently under construction. New development is occurring in each of the District's core economies – office, retail, residential, education, hospitality/tourism, and media/communications. Such activity has earned Washington, D.C. the #1 ranking in national investment, #2 in the international investment market among foreign investors, and #6 in the retail investment market in the nation, according to Marcus & Millichap.

The District has consistently added new jobs – 9,700 in 2006 alone – but also has fewer residents who are employed. In 2006, 5,900 fewer D.C. residents had jobs than in the prior year, despite strong job creation. While more than 70% of individuals registering for DOES employment services are placed annually, efforts to reduce unemployment are hampered by the existence of a significant population cohort that is unable to productively participate in the workforce.

More than most cities, Washington is a city of high and low incomes, with a small and declining middle class. To address this condition, labor analysts recommend a combination of workforce development, work supports, and housing policies to help a significant number of low-income District residents move into the middle class.

It is Mayor Fenty's belief that all sectors of the city should participate in the city's renaissance. Thus, he has called for a community-wide recommitment to neighborhood revitalization. Private, public, and grassroots partnerships are being established as platforms for industry-specific solutions that begin to address the chronic workforce challenges of the District and its residents.

Economic development and workforce development entities are coming together to establish strategies that complement one another. They will share expanded labor information as the foundation for mutually beneficial planning and worker development. The focus will be on delivering skill-based outcomes that contribute to business development and that focus on career development rather than job placement.

The central mission is to broaden participation in the labor market. What is necessary to accomplish this is a talent pipeline to support knowledge-intensive businesses with growth potential and build technical and managerial skills for the area's preponderance of high-skills level service industries. The public workforce system must deliver these demand-led priorities while identifying and eliminating barriers to employer engagement in the workforce development process.

In PY 2007 and PY 2008, DOES, in conjunction with the DCWIC, will pursue a number of key priorities aimed at actualizing Mayoral and federal visions for workforce development and achieving broad citizen participation in the economic prosperity of the city:

- **Enhance Demand-driven relationships:** Our services are geared toward helping workers meet the needs of the District's high-growth, high-demand industries. Our strategies combine economic development, workforce development, and customized literacy and training modules to arrive at workforce solutions. One approach is to cultivate workers to fit the needs of small and medium-sized businesses with growth potential, including providing more technical and managerial development services. Workforce development must be demand-led and barriers to employer engagement identified and tackled. Flexibility and continuous improvement will drive performance.
- **Strengthen Talent Development System:** The District's emerging economy places a premium on high-level, occupationally-relevant skills. Accordingly, the workforce investment system must work with education and training institutions to develop programs along the skills continuum, with clear and supportive transitions between skill

levels. Innovative training modules and greater flexibility of eligibility standards are needed to allow for increased participation among the city's hardest-to-serve residents.

- **Continue to improve integrated service delivery:** Integrated service is built on a culture of collaboration. In the District, integration efforts are moving forward under new leadership and a renewed call for seamless service delivery. Advances at One-Stop Career Centers include intra-agency partnerships with the University of the District of Columbia, Department of Human Services, the Rehabilitation Services Administration, and the Deputy Mayor for Planning and Economic Development. Staff members work in teams composed of individuals from the different agencies, programs, and center partners, with all contributing to the delivery of a specific service(s). DOES has also successfully integrated services under WIA, Wagner-Peyser, Veterans, Unemployment Insurance, and Way-to-Work programs through the Virtual One-Stop (DCVOS) system. The agency is also in the process of electronically integrating the Office of Apprenticeship's data collection process with the other interagency partners through DCVOS. However, there is clearly room for greater coordination of services and linkages among employers, schools, the business community, training providers, and government agencies.
- **Focus on youth and youth most in need:** The District instituted a number of youth program enhancements to prepare young people for entry in the workforce, with emphasis on supporting in-school youth by focusing on interrelations between academic learning and its application in the workforce, helping reverse persistent unemployment among out-of-school youth, and addressing other societal barriers to success. The District's strategic plan for youth is premised on a combined effort among public and private entities that are committed to helping young people move into the economic mainstream. The workforce investment system will seek a more intensive association with the District of Columbia Public School system, and will continue and expand "career ladder" and career academy programs currently in schools.
- **Expand regional and local partnerships:** The District works collaboratively with a variety of public and private partners through a series of contractual agreements and Memoranda of Understanding (MOUs) that formalize workforce commitments. These agreements outline the data sharing, case management, reporting, and record keeping requirements which are aligned with the implementation of common performance measures. Other DOES initiatives include increased use of regional resources to identify employment, apprenticeship, and educational opportunities in neighboring counties.
- **Augment Business Services:** Employer satisfaction is critical to the expansion of opportunities for the District's workforce. Using ever more sophisticated labor market information, we identify areas of growth and opportunity and direct recruitment, outreach, and training efforts in those directions. DOES account executive teams are establishing and sustaining customer-focused relationships with large and small businesses throughout the Washington metropolitan region, including the development, hospitality, health care, and banking communities.
- **Increase community-based outreach and activities:** With the change in administration, there has been a shift in priority for the workforce development system. The One-Stop Career Center system is aggressively seeking opportunities to work more

intimately with neighborhoods through use of the Mobile One-Stop Career Center and increased presence at civic organization meetings and community events. Emphasis will also be on identifying opportunities for additional partnerships with community-based training providers. At the same time, the District is ramping up accessibility to One-Stop Career Center facilities in underserved communities where the need for core and intensive services is greatest. In 2007, DOES opened three, new community-based centers in underserved areas — the first at D.C. Village, and two centers at the Anacostia Waterfront development.

- **Connect with Economic Development:** With billions of dollars in the District’s development pipeline, there is tremendous opportunity for increasing residents’ access to employment. The DCWIC has established a multi-agency Committee on Economic Development to be led by the District’s Deputy Mayor for Economic Development and including members of the local development community. The goal will be to expand opportunities for District residents in alignment with economic development projects. The DCWIC will further its connections with economic development sectors through a joint venture with the Chamber of Commerce and Metropolitan Washington AFL-CIO. The centerpiece of the venture will be a series of forums on high-growth/high-demand industries, including health care, banking/finance, construction, and hospitality (hotels, restaurants and tourism). The industry forums are intended to illicit up-to-date information from business and union leaders, and lead to the creation of new and innovative education and training programs at area postsecondary educational institutions, District agencies and community and faith-based partners. The ultimate goal is to develop a more direct pipeline between training and education providers and high demand employers.
- **Pursue new Faith and Community-Based Organization (FBCO) Partnerships:** FBCO Initiatives were established in response to the President’s call to level the playing field for faith and community organizations. These programs include representatives interested in workforce development activities in their communities. In the District, a Mobile One-Stop van is available to take virtual one-stop services to any community. Initiatives include a targeted campaign to address “hard-to-serve” customers and job retention, and an increased number of job/informational fairs with FBCOs.
- **Build BRAC Alliances:** The District plans to expand regional alliances to support Base Realignment and Closure (BRAC) activities. With six military installations in the city slated for closure or realignment, the District will be heavily impacted. In January 2007, the city established a Transitional One-Stop Career Satellite Center on the Walter Reed Army Medical Center campus, which assists primarily those employees who are transitioning out of Walter Reed in anticipation of a scheduled BRAC action.

### **III. State Governance Structure (§112(b)(8)(A).)**

#### **A. Organization of State agencies in relation to the Governor:**

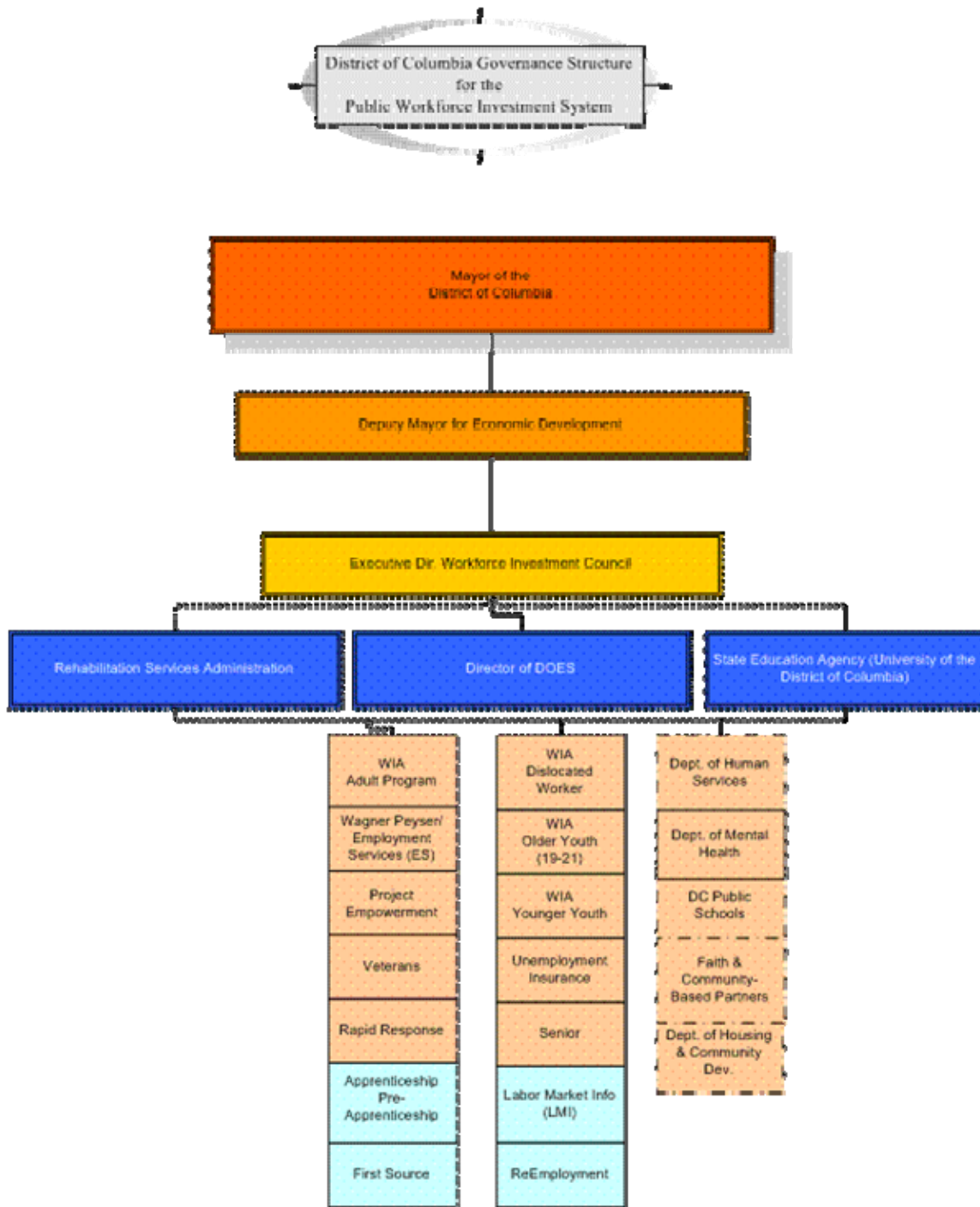
- 1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education*

*and economic development and the required and optional One-Stop partner programs managed by each agency.*

- 2. In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.*

Since the inception of the Workforce Investment Act, the District of Columbia has made great strides in strengthening its public workforce investment system. The agencies have worked in partnership to reduce many institutional barriers, including differing cultures, points of view, mandates, and performance measures which in the past had prevented them from working as a cohesive service delivery system. The Mayor's plan for the District recognizes that the public workforce system and economic development approach must work in concert to deliver results-oriented strategic plans for workforce reform in line with high-growth demands.

The strategies will be developed by an executive steering committee under the purview of the Mayor and consisting of the Deputy Mayor for Planning and Economic Development; Office of the City Administrator; D.C. Workforce Investment Council (DCWIC); Department of Employment Services (DOES); Department of Human Services (DHS); Vocational Rehabilitation Services; University of the District of Columbia (UDC); State Education Agency (SEA); Department of Mental Health; Department of Housing and Community Development; Community Development Block Grant; D.C. Public Schools; Office of Aging; D.C. Housing Authority, and HUD employment and training programs. (See "*District of Columbia Governance Structure for Public Workforce Investment System*" below:)



## ***B. State Workforce Investment Board (§112(b)(1).)***

### ***1. Describe the organization and structure of the State Board. (§111).)***

In accordance with Mayor’s Order 99-85, dated June 2, 1999 (See Attachment A), “the District of Columbia Workforce Investment Council is a public-private partnership group empowered to advise the Mayor and District Government on the development, implementation and continuous improvement of an integrated and effective workforce investment system; the enhancement of accountability and performance measure systems; the encouragement of private sector participation; and the engendering of public input and support.”

The DCWIC replaced the D.C. Private Industry Council (DCPIC). The DCWIC adheres to WIA requirements for membership and functions. The organizations serving on the DCWIC include six Cabinet level positions representing Employment Services, Human Services, Housing and Community Development, University of the District of Columbia, D.C. Public Schools and the D.C. Housing Authority; private sector members who represent local employers; educators; labor organizations; community organizations; and local elected officials. In addition, the DCWIC includes members from an array of local workforce and economic development organizations. The Mayoral Order mandates that the Council Chairperson be from the private sector.

***Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)***

The DCWIC guides and advises the Mayor on critical workforce development issues affecting the economy; it has a critical role in establishing and maintaining key partnerships to support the workforce investment system; and it is a power broker tapping federal, local, and community capital to benefit economic development in the city. The DCWIC has also received recognition and attained credibility with the private and public sectors through development of useful workforce development information. Due to the District's unique nature, the DCWIC serves as both the State and Local Board. The DCWIC is comprised of 39 members. The constitution of the DCWIC is consistent with (§111). (For a complete listing of the members of the DCWIC please see Attachment B.)

The Mayor

Two members of the D.C. City Council; and

- Representatives appointed by the Mayor, who are:
  - owners of businesses, chief executives or operating officers of businesses, and other business executives or employees with optimum policymaking or hiring authority;
  - representatives of businesses with employment opportunities that reflect the employment opportunities of the District; and
  - nominees of District business organizations and business trade associations;
- Worker representatives, at least one of whom shall be nominated by labor federations,
- Lead officials in the District government with experience and expertise in the delivery of workforce investment activities, and officials who have responsibilities for the programs and activities carried out by one-stop partners:
  - Director, Department of Employment Services (labor programs, one-stop administrator, youth programs);
  - Superintendent, District Public Schools (vocational education programs, one-stop partner, youth programs);
  - Director, Department of Human Services (vocational rehabilitation, social welfare programs, older worker programs, one-stop partner);
  - Director, Department of Housing and Community Development (community development block grant administrator, economic development,



- one-stop partner);
- Chancellor, University of the District of Columbia and the President of Southeastern University (adult education, and literacy programs, community and technical colleges, one-stop partner); and
- District resident representative.

**2. *Describe the process your State used to identify your State board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200).)***

When selecting the board members to serve on the DCWIC, the Mayor strictly adhered to the requirements outlined by WIA. With the local economy becoming more demand-driven, the membership of the board had to be reconfigured to reflect the economic shift. As such, when vacancies occur in the business and industry sectors, the D.C. Chamber of Commerce nominates potential replacements from among business leaders representing high-growth, high-demand industries. The names of these nominees are submitted to the Office of the Mayor for consideration. Once the Mayor has reviewed and approved all nominations, a letter of invitation with the appointment start date and expiration date is forwarded to the newly selected members. All appointments are for three-year terms.

Given the size of the District and the fact that it is required to establish a board that includes both state and local membership, the Mayor appoints agency directors who have direct oversight of more than one required entity. For example, the Mayor appointed the Director of the Department of Employment Services to oversee the Job Service, Unemployment Insurance, and various training programs under WIA, and other Department of Labor programs.

**3. *Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)***

The DCWIC was strategically engineered to include the entities necessary to actualize the Mayor's vision for self-sufficiency and economic opportunity for all. The Council delegates the day-to-day activities of WIA administration to its Executive Director whose position is located in the Office of the Deputy Mayor for Planning and Economic Development. This guarantees that investments represented by WIA will be incorporated in the District's broader economic development vision. The Council's broad focus allows it to provide direction-setting leadership in several ways that enhance the WIA emphasis on a demand-driven workforce investment system.

Through its constitution, the DCWIC represents leaders from the District's high-growth, high-demand industries such as healthcare, business services, communications, and hospitality. In 2006, the Council solidified its commitment to forging a closer, working relationship with the business community with the appointment of Chairperson Barbara Lang, who served as president and CEO of the D.C. Chamber of Commerce. Through this and other collaborations, the Council is exploring and engineering new, demand-driven job placement and training programs for residents; forging alliances with District and regional entities involved in workforce investment activities, and working to create comprehensive, integrated systems that leverage resources and drive innovation, with focus on continuous service improvements.

To further address elements of Mayor Fenty's vision, the DCWIC has organized into committee clusters. Currently, there are seven DCWIC committees working with the One-Stop Career Center system to achieve the outlined vision:

- **Executive Committee**

**Mission:** Increase access to a well-informed and integrated workforce investment system that is closely aligned with the education and workforce needs of employers, and which prepares citizens for high growth jobs that pay living wages.

**Vision:** To develop a more prepared and competitive workforce that meets employer needs and strengthens communities and families.

The DCWIC Executive Committee typically meets monthly for a total of ten meetings per year. In addition to providing leadership and coordinating the DCWIC's efforts across committees, the Executive Committee sets board meeting agendas, oversees the DCWIC budget and fundraising to support the DCWIC goals and strategies, and conducts new member recruitment. Members of the Executive Committee also serve as Committee Co-chairs. The composition of the Executive Committee is outlined through the Mayor's Order.

- **Education Committee**

**Goal:** Coordinate a career and technical education program that combines academic achievement with applied skills proficiency leading to employment for adults and youth. This Committee will focus on the following four components:

1. Strengthen the connection between D.C. Public Schools – Career and Technology Division;
2. Expand adult education, literacy and life-long learning programs through the State Education Agency at UDC;
3. Strengthen the development and implementation of post-secondary occupational skills training opportunities provided at through University of the District of Columbia – Division of Community Outreach and Extension Services, and
4. Assess and evaluate the private/non-profit training providers authorized to deliver training services to District residents to create a stronger workforce education continuum.

- **Employment Committee**

**Goal:** Increase District jobs held by District residents by 5% over the next 3 years through universal access, self-sufficiency initiatives, and one-stop oversight and certification. This Committee will focus on the following four components:

1. Develop and oversee the DCWIC employment initiatives (i.e. sector-based initiatives);
2. Evaluate and oversee the District's One-Stop Career Center system;
3. Review and oversee the District's Workforce Information activities; and
4. Review and oversee the D.C. Housing Authority's Housing Choice Voucher Program.

- **Economic Development Committee**

**Goal:** Establish a stronger connection between the District's economic development strategies and projects and the development of job opportunities for residents, through enhanced workforce education and training initiatives in high-growth sectors. Emphasis

will be on the incumbent worker and promoting self-sufficiency. This Committee will focus on the following four components:

1. Strengthen the connection between existing Economic Development projects and workforce education and training opportunities that lead to job for District residents;
2. Expand adult education, literacy and life-long learning programs through the State Education Agency at UDC;
3. Strengthen the implementation of post-secondary occupational skills training opportunities provided at through University of the District of Columbia – Division of Community Outreach and Extension Services; and
4. Monitor and evaluate outcomes of workforce education and training connected with Economic Development projects for expansion and sustainability.

- **Youth Council**

**Goal:** The Youth Council is federally and locally charged with the responsibility of overseeing youth funds and activities authorized by the Workforce Investment Act. The council works to build a youth development system in alignment with the District's youth-related funding streams and in ways that reflect a citywide consensus on effective youth goals, strategies, and programming. This Committee will focus on the following four components:

1. In-school youth funds and activities;
2. Out-of-school youth funds and activities;
3. DCPS Career Academies; and
4. Proposal Review and Employer Engagement.

- **Universal Access Workgroup**

**Goal:** The Universal Access Committee of the DCWIC was created to ensure universal access to services throughout the workforce development system and one-stop centers for the entire community. Specifically, the committee seeks to eliminate limitations affecting diverse populations, such as Limited English Proficient (LEP) individuals, persons with disabilities, women, and older individuals. This Committee will focus on the following four components:

**Economic Development**

- Educate employers on added value of the region's diverse workforce.
- Recommend that a percentage of workforce development funds be reserved to support community-based workforce development programs.
- Ensure CBOs with workforce development programs serving the LEP, immigrant, and disabled communities have access to becoming certified training providers (contractors with the city government).

**Employment**

- Have the One-Stop Operations system provide outcome data on a quarterly basis on implementation of recommendations on the UAC's addendum.
- Conduct assessment of access to culturally and linguistically appropriate services (implementation of addendum).
- Collaborate with the District's Day Labor initiative to address employment issues impacting immigrant workers in the city.

## **Education**

- Provide advocacy for increased access to career training opportunities for the LEP, immigrant, and disabled communities.
- Provide advocacy for increased use of community-based quality adult education agencies and training programs. (partnerships/funding)
- Provide advocacy for the allocation of funds for vocational ESL programs, including improving literacy.

## • **Reentry Workgroup**

**Goal:** Increase number of jobs for District residents reentering the community from correctional facilities by 5% over the next 3 years, through universal access, self-sufficiency efforts, and one-stop oversight and certification. This Committee will focus on the following two components:

1. Develop and oversee the DCWIC Reentry Employment initiatives (i.e. sector-based initiatives;
2. Actively oversee and evaluate current reentry programs and activities, and
3. Recommend to the Executive Committee new and innovative approaches that will increase jobs for District residents.

***4. Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the Board does not perform and explain why.***

The DCWIC carries out its functions and provides direction-setting leadership for the District's workforce investment system in a variety of ways. First, with leadership from the Mayor, the Council has the support and authority to bring the various partners together into a cohesive network of service providers centered in the One-Stop Career Center system. Second, the Council, which includes leaders from government agencies, the District's City Council, secondary and post-secondary education, businesses around the District, and labor, has the interest, expertise, and resources to meet both the requirements of WIA and the needs of residents. Third, since employers and job seekers are beneficiaries of the system, they are assured a leadership role in shaping the Council's direction. With these three characteristics combined (Mayoral leadership, comprehensive Council membership, and strong business participation), the DCWIC is well-equipped to shape workforce investment in the District of Columbia.

***5. How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205)***

All DCWIC board meetings are open to the public at locations that are American Disability Act accessible. The DCWIC ensures that the public has access to Council meetings and information relating to Council activities and membership through a District statute that requires that all meetings be publicized. Additionally, all meeting sites are structured to accommodate the public. All minutes recorded during the meeting are available to the public on the DCWIC website, [www.dcwic.dc.gov](http://www.dcwic.dc.gov). Minutes are also available upon request from the Office of the Executive Director of the DCWIC. District plan drafts, discussions among DCWIC members, and comments on the plan are also available for review upon request.

**6. *Identify the circumstances which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)***

The District of Columbia government required the DCWIC to develop a Conflict of Interest Policy to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award or expenditure of such funds. Identified circumstances that would represent a conflict of interest include:

- A member of DCWIC may not vote on a matter under consideration by the Council regarding the provision of services by such member (or by an entity that such member represents).
- A member of the DCWIC may not vote on a matter under consideration by the Council that would provide direct financial benefit to such member or the immediate family of such member, or engage in any other activity determined by the Mayor to constitute a conflict of interest.

**7. *What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc.?***

DOES is the grant recipient for WIA funds for the District. Through an Interagency Agreement with the Office of the Deputy Mayor for Planning and Economic Development, DOES provides that office with Sec. 134(a) *Statewide Employment and Training Activities* funds to carry out the functions of the Board. The funds are also used for the salaries of the DCWIC's four staff including the Executive Director, two Program Analysts, and an Administrative Aide. In addition to WIA funds, DCWIC partner agencies contribute staff, resource materials, and real estate to carry out its functions.

**C. *Structure/Process for State agencies and State board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)***

- 1. *Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)***

The District is cooperating with a number of public and private workforce advocates dedicated to the vision of achieving a more inclusive workforce. The DCWIC receives input and recommendations for change through its regular channels of communication, including monthly board meetings, board members' representation on various executive steering committees, and ongoing discourse with DOES officials and other agencies. DCWIC is charged with receiving, exploring and implementing solutions designed to help residents enter the workforce and to improve the skills of incumbent workers.

The DCWIC is embarking on a number of critical steps to enhance operations and increase communication among workforce investment stakeholders at the state and local level. These initiatives include:

- **Industry Sector Strategy:** As a partner with the Chamber of Commerce's Workforce Development Foundation, the DCWIC will develop an employer-driven, industry-specific sector strategy. In 2007, this coalition will focus on establishing programs around three high-growth industry sectors: health care; business services (banking, hospitality, restaurants, tourism), and construction to identify employment opportunities and occupations.
- **Bridge to Self-Sufficiency:** Way-to-Work Act funds were appropriated for the Job Opportunity Bank to address education and employability deficiencies among city residents. The DCWIC has recommended that these funds be used to develop a "bridge model" that will expand access to education and training programs under the New Communities Human Capital Plan and through the State Education Agency at UDC to deliver services in targeted communities.
- **Comprehensive Workforce Strategic Plan:** The Council of the District of Columbia identified resources for the DCWIC in CY 2007 to convene a District-wide Comprehensive Workforce Strategic Plan. The plan is being crafted at the direction of the Mayor and incorporates major observations and recommendations of the Brookings Report regarding the state of the District's workforce system. While the plan is being completed in 2007, the DCWIC will work with stakeholders to implement key elements and report outcomes occur over the next three to five years.
- **Economic Development Strategy:** The DCWIC, in partnership with the Mayor and the National Capital Revitalization Corporation, a quasi public-private entity focused on economic development in the District, will develop an employer-developer driven workforce strategy as part of the city's overall economic development plan. In 2007, the workforce investment system will focus on a minimum of three economic development projects offering top priority, high-growth occupations for residents.
- **Signing Memoranda of Understanding (MOUs):** The District has signed MOUs with required and optional private and public sector partners who have already positively affected the programs and activities.
- **Co-locating Public and Private Sector Partners:** Co-locating agencies and employers within the public workforce system offers customers a true one-stop experience with integrated and intensive service delivery. Examples of this approach are evidenced by local partnerships with the U.S. Department of Veterans Affairs, CVS/pharmacy, Washington Post.com., and a number of partnerships with sister agencies and private sector training providers within the one-stop career center system. In the spring of 2007, the District opened two, new business resource centers that co-locate employment, education and economic development activities. The West Side Waterfront Business Resource Center in Southwest Washington is intended to provide local residents with easy-to-access information about waterfront revitalization efforts, transportation improvements and job opportunities. The new center is jointly operated by DOES, the Department of Transportation (DDOT) and Earth Conservation Corps, a local nonprofit that offers environmental and construction training to youth ages 17 to 25. The Anacostia Waterfront Business Resource Center is another collaborative venture between DDOT, DOES and the Anacostia Waterfront Development Corp. This center, located in Southeast Washington, serves as a centralized hub providing local residents easy access to information on the

restoration and revitalization of the Anacostia Waterfront, specifically economic growth and commercial development efforts, transportation improvements, workforce training and job/business opportunities.

- **Service Integration:** Currently, integrated WIA, Unemployment Insurance, Wagner-Peyser, and veteran's services are offered through the DC VOS system, at the District's full-service One-Stop Career Centers and on a smaller scale through the District's satellite centers, mobile van, and affiliate centers.

While most of these actions result in cost savings, flexibility, and increased satisfaction among job seekers and businesses, we recognize that effectiveness would be furthered through greater coordination of services. DOES and the DCWIC will take advantage of opportunities under Mayor Fenty's administration to establish new liaisons with economic development and educational entities, including participation on interagency task forces and community planning sessions.

***2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system and between the State agencies and the State workforce investment board.***

The organizational and operational structures of the District Government are designed to ensure open and effective sharing of information among District agencies. This includes those responsible for implementing the Mayor's vision for the public workforce system. The Executive Director of the DCWIC works under the direction of the Deputy Mayor for Planning and Economic Development and is physically located in proximity to the administrative entity's director and his deputy.

Board members are assigned by their areas of expertise to committees. These committees meet monthly with required participation of representatives of the administrative entity to discuss system issues. Committee assignments are brought to the Executive Committee for approval. If all are in agreement, the Executive Director of the DCWIC has the option of presenting the recommendations to the Deputy Mayor and/or Director of DOES.

***3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)***

The District operates as a single workforce investment area. As such, the DCWIC operates as the state and local board. A Memorandum of Agreement was signed by all required partners with the knowledge that they were to work toward establishing a fully integrated workforce system. To support the timely and effective sharing of information between agencies, the council subcommittees meet on identified dates during the month. Representatives from agencies are assigned to each committee. In addition to sharing local and federal guidance in regularly scheduled meetings, the Executive Director of the DCWIC is co-located onsite with the District's primary one-stop operator, DOES. DOES disseminates all new materials and information within the public workforce system to the Executive Director—most via electronic means.

**4. Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)**

Incremental changes are occurring in the way the city delivers services to children and youth populations. The workforce development system is focused on building an infrastructure and services that address the full range of developmental needs experienced by young people as they grow into adulthood. The system is designed to assist young people in achieving the best possible physical and mental health, provide the greatest opportunities for educational development, and offer preparation for employment. In addition, the system provides young people with a wide range of cultural and recreational activities to promote self-esteem and a sense of well-being.

At a March 2007 citywide forum, Mayor Fenty discussed the urgency of the situation facing this most vulnerable population. “Addressing the needs of the District's youth, in particular those disconnected from core societal institutions like schools and work, is critical to the long-term well being of our city and is a priority of mine,” Mayor Fenty said. He noted that, according to the Annie E. Casey Foundation, 16 percent of 18-24 year-olds in the District of Columbia are not working, not attending school, and do not have more than a high school diploma. Many of these youth are homeless.

The needs of young people who cycle in and out of school vary, but consistently they need more than reading, writing, and arithmetic to achieve their potential. The ultimate goal is intervention and to keep children in school, but the approach must be more “holistic” and realistic.

The youth workforce development plan under the Workforce Investment Act is a critical part of the District's overarching strategy for youth and will be implemented as a part of its overall framework. The Workforce Investment Council and its Youth Council (DCYIC) will focus on issues related to youth workforce development. The Youth Council will work to avoid duplication of services, to maximize returns on fiscal investments, and to promote effective and efficient delivery of high quality programs and services for youth.

The DCWIC and DCYIC continue to make investments in this area through implementation of a comprehensive Employment and Training Program for Emerging Workers, or “Work-based Outreach Strategy.” This program will combine worksite learning and mentoring with school-based instruction to prepare youth for work and provide real-world employment exposure and experience. Successful implementation will require substantial involvement and commitment from all, including area corporations, small businesses, nonprofit organizations, and other employer partners, as well as great coordination between the DCPS, DCWIC, DCYIC, Youth Council, DOES and other sister agencies, and community-based educators and training facilities. The following components comprise the agency's responsibilities in delivering a work-based outreach program:

- Connections with local education institutions through formal partnerships
- Assistance to schools and career counselors



- Identification of needed workplace competencies
- Development of workplace readiness skills, personal and technical
- Pre-apprenticeships
- Apprenticeship/degree linkage with colleges and universities
- On-the-job training
- Coordinated classroom instruction
- Mentorship and internships
- Course credits, and
- Job shadowing

Since the last State Plan submission, the District has augmented its existing *Passport-to-Work* Summer Youth Program, which consists of the Mayor's Youth Leadership Institute and Year-Round In and Out-of-School Programs, and developed new coalitions and new initiatives to strengthen the city's talent development system.

The DOES Office of Youth Programs has formed alliances with a number of entities uniquely positioned to offer valuable work and learning experiences to District youth. These partnerships include: the Federal Bureau of Investigation; D.C. Chamber of Commerce; the D.C. Building and Construction Trades Council; D.C. Fire and Emergency Medical Services (FEMS); the Progressive Sports and Entertainment Alliance; the D.C. Public Schools, through its Summer Bridge Program; the D.C. National Guard, and the National Federation for Teaching Entrepreneurship – all of which provide youth with additional academic enhancements, life skills, small business/small enterprise development, and workplace employability skills the District's competitive labor market.

These organizations and agencies work to implement the Mayor's vision of creating an integrated workforce system to include services to District youth. They develop policies and strategies to address the District's workforce investment needs from a realization that the needs of the workforce are directly tied to the needs of the community as a whole. Therefore, they also address needs of the District's juvenile justice, educational, and social service systems, since they play a key role in the development of the District's workforce.

### **District of Columbia Public Schools (DCPS)**

In response to the Mayor's mandate that educational achievement keep pace with the new and more demanding knowledge and skills required in today's workplace, DCPS is implementing a comprehensive Career Development System designed to provide services to all DCPS youth. Career development will be delivered as part of a comprehensive system that will begin in the elementary grades and extend through high school and beyond. It will address the needs of all District youth including students going on to college, those going directly to work after high school, those with special needs, and those in alternative education programs. It will be a competency-based system that has clearly defined outcomes at every level.

To address the needs of a skilled and competent workforce, the DCPS Career Technical Education Department launched 12 career academies in senior high schools. The academies were aligned with projected growth industries and occupations identified in the Employment Projections by Industry prepared by DOES and Occupation Employment Statistics from USDOL. The DOES report provided regional employment projection trends from 2000 to 2010. USDOL statistics focused on metropolitan area occupational and wage estimates in the District, Maryland, Virginia, and West Virginia. The academies are aligned with 188

occupations with career pathways leading to more than 394,818 and 2,031,785 jobs in the District and metropolitan area, respectively, by 2010.

To ensure that these academies address the needs of the business community, an Industry Advisory Committee has been established with representation from all of the industries in which the academies provide training. The academies are operating in industries such as Transportation, Information Technology, Pre-engineering, Hospitality, Tourism, Human Services, Health and Medical Science, Arts Media/Communication, Business/Finance, Sales/Personal Services, Construction & Design, and Law/Public Safety. The District also has a significant cohort of disadvantaged in-school youth that are at great risk of being unable to pursue college or career bound activities that would customize their skills enough to be marketable within a demand-driven economy. To address this growing concern, the District has partnered with UDC to establish “Career Academies” in public high schools that will encourage WIA-eligible youth to access career bound training and support services necessary to address workforce barriers.

### **Department of Employment Services *Passport-to-Work***

As the primary one-stop operator and WIA grant recipient, DOES implements and supports an array of youth programs that help District youth 14 thru 21 years of age make a smooth transition into the workforce. These services fall under the umbrella of the *Passport-to-Work* program and are designed to develop the skills and attitudes that are required in today's workforce and to provide meaningful work experience and career exposure.

The *Passport-to-Work* program prepares District youth to enter the 21st Century labor market by providing them with a continuum of innovative, year-round services. It consists of four primary components: a local summer employment program; the Year-Round Program, the Mayor's Youth Leadership Institute, and the Out-of-School Program.

- **The Year Round, In-School Program**—serves approximately 300, 14-18 year-olds per year. The participant's family income must fall within the Federal Income Guidelines. For the past two years, the program has met or exceeded all of the younger youth GPRA and WIA performance outcomes.
- **Out-of-School Program**—targets out-of-school youth between the ages of 16-21. The program helps youth achieve their short and long-term educational and employment goals and provides opportunities for long-term employment. The program offers employability skill workshops, career awareness, and work readiness skill training as well as GED preparation and vocational skill training. It has been successful in meeting all of its WIA performance outcomes for the past two years.
- **Mayor's Youth Leadership Institute (MYLI)**—is a locally-funded year-round program founded in 1979 to train District youth in the concepts of leadership and self-development. The four-level training model emphasizes practical, hands-on experience and a holistic approach to developing the leaders of the 21st Century. Each of the four levels of the MYLI training model has a different focus area:
  - The Alpha level focuses on personal growth and development skills.
  - The Beta level focuses on community development.

- The Delta level focuses on work readiness skills, life skills and career exploration.
- The Omega level places Youth Leaders in internships.
- **Summer Youth Employment Program (SYEP)** — engages District youth 14 to 21 years of age in enriching and constructive work experience opportunities through a subsidized program supported with District funds and an unsubsidized program that provides jobs in the private and federal sectors. For several decades, this award-winning program has demonstrated what can be accomplished when the entire community mobilizes its resources to provide rewarding summer opportunities for young people.

In 2006, 13,046 District youth registered for summer jobs; 12,966 were referred to employers; and 10,827 were confirmed as working. In the subsidized component of this six-week program, youth were placed with government agencies and community and faith-based organizations where they earned \$5.15 hourly, working 20 to 30 hours weekly, depending on their age. In the unsubsidized component, youth competed for positions, earning up to \$12.00 hourly, and worked between 20 and 40 hours weekly.

### **D.C. Building and Construction Trades Council**

Under the auspices of the Construction and General Laborers Local Union 657, the *Passport-to-Work* Summer Youth Program joined forces with the D.C. Building and Construction Trades Council to introduce District youth to career opportunities in the building and construction trades industry. The Trades Council wanted to gain a better understanding of the obstacles that prevent youth from taking advantage of the range of opportunities in the industry. This project was initiated during the summer of 2006, when 17 participants received hands-on experience regarding OSHA regulations; tools, tool safety and safe handling techniques; electrical work; basic elevator construction; heating, ventilation and air conditioning (HVAC); roofing and waterproofing; drywall; glass and glazing, and window structures and concrete pouring. The project is slated for expansion in the summer of 2007.

### **Safe Passages**

In 2002, the city launched the Safe Passages Initiative. The plan analyzed the state of services to children and youth in the District and offered a comprehensive new approach to creating a seamless web of high quality services. The plan included a number of ground-breaking components that have affected service delivery by public sector agencies on the Youth Investment Council. In many ways, the plan mirrors the USDOL vision for the delivery of youth services. The agencies that are involved are, in most cases, the same agencies that serve WIA's most-in-need populations. Among the components that came out of the Safe Passages Action Plan and strengthened the collaboration among District's agencies are:

- Cross-agency collaboration and the formation of the Children and Youth Investment Collaborative;
- Centralizing and managing information, enabling the District to gather and share data more effectively and coordinate case management services;
- Accountability and performance-based management with quantifiable program results and the ability to identify and respond in a timely manner where change is needed;

- Intensified commitment to developing and working with community partners;
- Creation of a legislative agenda to support the full range of needs for children and youth; and
- Ability to perform financial analyses and provide cost of service and effectiveness measures.

In March of 2005, the Mayor's office released a plan to address an alarming increase in juvenile homicides and youth violence over the past four years—after years of significant decline. The plan also addressed the issues of truancy and the employment and training needs of out-of-school youth, as well as the need for alternative suspension and educational programs. A significant number of the plan's recommendations were implemented in FY 2006 through local "Way-to-Work" funds. This initiative not only assists the District's at-risk adult population with opportunities to transition into employment, but also targets out-of-school youth by providing local funds to support the transition of 200 out-of-school youth into the labor force .

### **Chamber of Commerce Summer Youth Employment**

This initiative was piloted during the summer of 2006 to offer a maximum of 400 District youth a chance to obtain summer work experience with sponsoring organizations in the following areas: accounting; architecture and engineering; the arts; business development; faith-based organizations; construction; consulting; finance; foundations; information technology; higher education; hotels; human services; law; public relations; real estate; research; travel and tourism industries; as well as at the National Zoo of the Smithsonian. During the 2006 pilot of the Chamber of Commerce's Summer Youth Employment initiative, 177 youth worked for private employers. A total of 125 youth held subsidized positions, while 52 held unsubsidized positions with Chamber-related businesses. The Chamber and DOES are negotiating the goals for the 2007 summer program.

### **The Children and Youth Investment Trust Corporation**

The D.C. Children and Youth Investment Trust Corporation is another innovative component that came to fruition under the Safe Passage Initiative. The Trust is an independent, non-profit organization designed to increase the quality and accessibility of services for children, youth, and families in the District. The Trust leverages public and private funds across all agencies and the private sector and disburses them through grants to District organizations providing direct services to children, youth, and their families. It funds programs in three categories: out-of-school, youth entrepreneurship, and early childhood development programs. Last year it granted funds to 37 community organizations in support of the DCPS programs serving the District's underserved populations of adjudicated youth and special needs children/youth. In its three years of existence, it has served more than 1,600 youth.

### **Fire Cadet Program**

The D.C. Fire and Emergency Medical Services (FEMA) Cadet Training Program is a cooperative venture between the D.C. Fire and EMS Department and DOES. The goal of the venture is to provide long-term career opportunities to some of the city's most vulnerable youth. The FEMS Cadet Program is a comprehensive program that provides formal academic instruction and rigorous specialized training. The program combines classroom learning with rotations to each division of FEMS during the first eight months. Laboratories in basic

Emergency Medical Technician (EMT) training, Ambulance Services, and Firefighter techniques are provided during the final 22 weeks. Upon graduation from the program, FEMS Cadets are equipped with the necessary training to enter a professional career as a Firefighter/Emergency Medical Technician. The target population for the program is youth 18-21 years of age who have a high school diploma or a GED. In addition to the specialized training, FEMS Cadets receive industry approved uniforms, equipment, books, and a \$14,000 stipend.

To participate, youths must reside in targeted sections of the city and meet standard physical, medical, psychological, and background check requirements. The venture has been highly successful. To date, the program has accomplished the following:

- More than 200 DC FEMS Cadets, of whom 95 were funded during this joint venture, are permanently employed as firefighter/Emergency Medical Technicians;
- A 98% graduation rate;
- A literacy component; and
- An alumnus program where alumni is assigned as mentors to each of the cadets.

### **Metropolitan Police Department**

The Metropolitan Police Department (MPD) is committed to keeping youth aware and involved in making the city a safe place for all. In 2002 the MPD launched the Regional Operations Command Youth Advisory Council (YAC) with a focus on D.C. Public Schools students. Private chartered school students are now allowed to participate in the program. YAC has three basis objectives for its young participants: Exposure, Access, and Opportunity. DOES helps the program achieve this vision through the *Passport-to-Work* Summer Employment Program.

### **Children Family Services Agency (CFSA)**

The CFSA provides services to promote the safety and well-being of children and families. As such, it is a vital partner in the District's workforce investment system. The agency coordinates public and private partnerships to preserve families through foster care, adoption, and child welfare services, and to protect children against abuse or neglect. Currently, the agency is enhancing its resources for its older youth population by entering into partnerships with community-based organizations and private entities to enhance service delivery. Some of the initiatives currently underway are:

- The After Care Initiative provides a community-based support network for emancipated youth. It is anticipated that with this supportive network of resources, youth will experience greater success in their transition to independent living. Services include housing assistance, work readiness preparation, parenting supports, and referrals to additional community-based resources;
- The Education and Training Vouchers (ETV) Program, provides financial assistance for post-secondary education and vocational training for former foster care youth (ages 21-23). The ETV program is a federally-funded program. It provides up to \$5,000 for tuition, books, living expenses, and equipment.

## **Lifelong Learning Initiative**

As we have stated, the District has one of the lowest levels of adult literacy in the nation. To address this deficit, the Mayor's Adult/Family Literacy Initiative was established to:

- Provide access to literacy and education for adult learners at the community level using technology;
- Significantly contribute to both the economic and educational well being of the community; and
- Connect literacy to pathways for training, jobs, and higher learning.

The Lifelong Learning Initiative currently serves approximately 3,000 District youth (ages 16-21). All of the served population is out-of-school. The program is funded by the State Education Office which also funds:

- Adult basic education
- Parent education
- GED preparation
- ESOL
- Career Education and Workplace Literacy

The District has a number of other cross-cutting organizations and agencies that are working cooperatively to resolve the issues that impede a segment of its population from benefiting from the District's current economy. Changes are occurring as a result of these collaborations will help realize the Mayor's vision for a more integrated workforce system.

***IV. Economic and Labor Market Analysis (§112(b)(4).): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:***

***A. What is the current makeup of the State's economic base by industry?***

The overall economic trends and projections for the District and the greater Metropolitan area are encouraging. The Washington Business Journal recently reported that the Washington Metropolitan area was ranked third in the nation in job growth. However, the Washington Metropolitan area also has one of the most "knowledge-based" economies in the country. In most regions in the nation, 20% of the jobs require a college degree. But in the District and Washington metropolitan area that number is above 40%, which means that one of the keys to increasing job opportunities for our underemployed and unemployed residents is improving and expanding adult education and work readiness opportunities.

There are real challenges as well as opportunities to actualize the Mayor's goal of developing the city as a city of inclusion and equity.

The D.C. MSA has grown to become the 6<sup>th</sup> largest civilian labor force in the nation while sustaining one of the lowest unemployment rates. Currently, the D.C. MSA unemployment rate is at 3.0%, the lowest in the nation. Clearly, the District's job-rich suburbs offer opportunities for residents that cannot be overlooked. It is essential to coordinate priorities and activities in an array of national, regional, sub-regional, and local agencies. It is incumbent on

the workforce investment system to identify work opportunities for residents in surrounding regions where unemployment rates are substantially lower.

The importance the region plays in the District's employment market is illustrated by fluctuations in the city's unemployment rate as jobs are added throughout the Washington metropolitan area. For example, from March 2006 to March 2007, the District's civilian labor force increased by 7,600, the number of employed residents increased by 8,500, and the number of unemployed residents decreased by 900. Many of the new jobs were outside the District in suburban Maryland and Northern Virginia.

Within the city limits, the District's income distribution reflects striking economic disparities among residents. It is often said the story of the District's economy is a "tale of two cities." This small geographic and densely populated land area is home to a workforce of low-income and low-skilled workers, and a prosperous segment that is highly-skilled, educated, and earning higher than average incomes. Viewing this depiction of the District's demographics and economic composition, one readily understands the challenges for the WIA system.

The Brookings Institution study referenced a recent report of income distributions that counted Washington, D.C. as one of seven "divided cities" in the U.S. These cities have a U-shaped income distribution, in which both low- and high-income households outnumber middle-income households, the study stated. Moreover, the gap between low-income and high-income families has grown. In the early 2000s, the average income of District families in the top one-fifth of the income distribution was 12 times greater than that of families in the bottom one-fifth, compared with seven times greater in the early 1980s.

To connect job seekers with real job opportunities, it is critical to have an accurate assessment of the job market in the current economic climate. It is also critical that job seekers and low-skilled workers prepare for the demands of the future work environment. Therefore, the District employs full-time economists who, in cooperation with the U.S. Bureau of Labor Statistics, produce workforce statistics for the District of Columbia and the Metropolitan area and monitor and evaluate the status of both labor and economic markets. The department's Office of Labor Market Research and Information (LMRI) also publishes data annually, quarterly, semi-annually, and monthly and advises the DCWIC as a member of their Employer/Labor Market Information committee.

The District's primary industry base consists of the federal government (28.7%), business and professional services, education, health care, self-employed services and non-profit service organizations. In addition to those base industries, the District has emerging industries in technology, media and communications, and financial services. In September 2006, total covered wage and salary employment in the District was 674,204 individuals—444,329 are employed in the private sector and 229,875 in the public sector. The specific industrial composition of the District workforce by major industry sectors is as follows:

Federal Government	28.7%
Professional and Business Services	21.5%
Educational and Health Services	13.2%
Other Services, excluding Public Administration	8.3%
Leisure and Hospitality	8.0%
State and Local Government	5.4%
Trade, Transportation, and Utilities	4.1%

Financial Activities	4.0%
Information Services	3.3%
Construction	1.9%
Manufacturing	0.3%

The following table demonstrates the District's distinctive economic composition in comparison to national economic industry base:

Industry	District of Columbia	United States
Federal Government	28.7%	2.0%
Professional and Service	21.5%	13.1%
State and Local Government	5.4%	13.7%
Wholesale and Retail Trade	3.3%	15.7%
Manufacturing	0.3%	10.5%

It is often said the story of the District's economy is a "tale of two cities." Within this small geographic and densely populated land area is a workforce of very low-income and low-skilled workers, and a prosperous segment that is highly-skilled, educated, and earning higher than average incomes. Viewing this depiction of the District's demographics and economic composition, one readily understands the challenges for the WIA system.

***B. What industries and occupations are projected to grow and/or decline in the short term and over the next decade?***

The following summary data depicts the District's 2004-2014 industrial and occupational employment projections. These projections are part of the regular cycle of state and regional projections sponsored by the U.S. Department of Labor. The projections were developed using the American Labor Market Information System (ALMIS) software and follow ALMIS consortium established methods and procedures. The table below shows the 2004-2014 industry projections for the District:

**PROJECTED GROWTH BY INDUSTRY SECTOR**

Industry	2004	2014	Growth	Growth Rate %
Total, All Industries	738669	805451	66782	0.87%
Professional, Scientific and Technical Services	97325	112816	15491	1.49%
Administrative Support & Waste Mgmt Services	44430	52931	8501	1.77%
Other Services	62898	70680	7782	1.17%
Educational Services	50240	57760	7520	1.40%
Accommodation and Food Services	45208	52663	7455	1.54%
Health Care and Social Assistance	52029	57017	4988	0.92%
State & Local Government excluding Education	16744	20291	3547	1.94%
Federal Government	192653	195965	3312	0.17%
Retail Trade	17563	19372	1809	0.99%
Real Estate and Rental Leasing	11053	12830	1777	1.50%
Finance and Insurance	19365	20976	1611	0.80%
Arts, Entertainment & Recreation	5724	7120	1396	2.21%
Construction	12327	13673	1346	1.04%



Information	23330	24328	998	0.42%
Transportation, Warehousing and Utilities	11507	11864	357	0.31%
Wholesale Trade	4511	4803	292	0.63%
Management of Companies and Enterprises	1401	1548	147	1.00%
Natural Resources	29	26	-3	-1.09%
Manufacturing	2393	2263	-130	-0.56%
Self Employed	67939	66525	-1414	-0.21%

The District's employment forecast projects an increase of 66,700 jobs for the decade, or .87% job growth per year. The service sector will be the fastest growing and most significant industry for District employment. Currently, more than 90% of District employment is service-based, and it will increase by more than 5% over the next decade. Within the service sector, professional and business services will create over 24,000 jobs or an increase of over 5% job growth over the period. Federal government employment is projected to increase by more than 3,000 jobs (0.17% annually), but the federal government's share of District jobs will decline slightly by 1.75 percentage points from 26.08% to 24.33% over the decade.

Education will continue to be an important segment of the District's economy with college and university employment leading the way with 4,000 new jobs. Similarly, health care and social assistance is expected to supply nearly 5,000 new jobs, most of which will be in hospital, ambulatory health services and social assistance. The job growth projected in the "Other Services" category will be primarily in the non-profit sector—religious, civic, professional, and similar organizations. These organizations comprise the largest share of this service sector. "Other Services" is expected to grow by 1.17% adding almost 7,000 new jobs.

Finally, accommodation and food service employment is expected to add 7,000 jobs. A modest increase is also expected in the information area. However, information includes newspaper publishing which is in decline nationally, as well as in the District. The new jobs projected for this sector represent a reallocation into software and Internet publishing from newspaper and print publishing.

The District is a hub for office occupations and current projections call for that trend to continue. More than 76% of the top 40 high-demand occupations are in three occupational groups: managerial, business and financial occupations, professional and related occupations, and office and administrative support occupations. Annually, more than 22,000 openings are available due to business expansion and the replacement of current workers. The following chart shows the 40 top high growth occupations which are forecasted to make up 64% of total job growth.

#### **DISTRICT PROJECTED GROWTH BY OCCUPATION**

<b>Occupational Title</b>	<b>2004</b>	<b>2014</b>	<b>Growth</b>	<b>Growth Rate</b>
<b>Management, Business &amp; Financial Occupations</b>				
Business Operations Specialists, All Other	18123	21086	2963	1.53%
General and Operations Managers	15555	17969	2414	1.45%
Management Analysts	30806	32187	1381	0.44%
Chief Executives	6636	7730	1094	1.54%
Administrative Services Managers	7771	8826	1055	1.28%
Accountants and Auditors	12425	13059	634	0.50%
Financial Managers	5649	6252	603	1.02%
Public Relations Managers	2396	2905	509	1.95%

Managers, All Other	15453	15923	470	0.30%
Employment, Recruitment, and Placement Specialists	2649	3117	468	1.64%
<b>Professional &amp; Related Occupations</b>				
Lawyers	39751	42177	2426	0.59%
Paralegals and Legal Assistants	8614	10783	2169	2.27%
Computer Systems Analysts	13704	15837	2133	1.46%
Registered Nurses	7896	9017	1121	1.34%
Network and Computer Systems Administrators	2812	3832	1020	3.14%
Computer Software Engineers, Systems Software	2713	3647	934	3.00%
Computer Software Engineers, Applications	2361	3166	805	2.98%
Network Systems and Data Communications Analysts	1832	2626	794	3.67%
Public Relations Specialists	4258	5032	774	1.68%
Writers and Authors	6469	7010	541	0.81%
Social and Human Service Assistants	2422	2929	507	1.92%
Architects, Except Landscape and Naval	2218	2701	483	1.99%
Elementary School Teachers, Except Special Education	4112	4593	481	1.11%
<b>Service Occupations</b>				
Police and Sheriff's Patrol Officers	6211	7749	1538	2.24%
Combined Food Preparation/Serving Workers/ Fast Food	9139	10596	1457	1.49%
Security Guards	10418	11746	1328	1.21%
Waiters and Waitresses	7715	8931	1216	1.47%
Janitors and Cleaners, Except Maids/Housekeepers	16982	18086	1104	0.63%
Maids and Housekeeping Cleaners	7542	8438	896	1.13%
Detectives and Criminal Investigators	2800	3512	712	2.29%
Food Preparation Workers	3065	3679	614	1.84%
Cooks, Restaurant	3208	3714	506	1.48%
<b>Sales Occupations</b>				
Retail Salespersons	7396	8675	1279	1.61%
Real Estate Sales Agents	5284	5945	661	1.19%
<b>Office and Administrative Support Occupations</b>				
Customer Service Representatives	6253	7554	1301	1.91%
Executive Secretaries and Administrative Assistants	12178	13346	1168	0.92%
Legal Secretaries	6772	7831	1059	1.46%
Receptionists and Information Clerks	6574	7377	803	1.16%
Maintenance and Repair Workers, General	3657	4216	559	1.43%
Office Clerks, General	14817	15307	490	0.33%

At least 30 of the top 40 growth occupations require education and training beyond high school. Nonetheless, literacy and other barriers aside, the continued narrowing of the District's economic base will present significant problems in terms of the District's capacity to place its citizens in quality jobs. The analytical and technical nature of many government duties translates into a much higher proportion of professional, management, business, and financial occupations than in other industries. Obviously, the vast majority of these jobs are out of the reach of many residents who do not have the requisite knowledge, skills, and abilities.

The District utilizes the Bureau of Labor Statistics (BLS) skills taxonomy to ascertain the training and qualifications associated particular jobs. The District's job mix has more than 40% of its employment in the first five skill categories—those that require at least a four-year degree, and often an advanced or professional degree. Nationally, only 20 to 22% of jobs require college degrees.

### Employment and Growth by Educational Skill Category

Educational Category	2004	2004 share	2014	2014 share	Growth	Growth Rate
6. Associate degree	29998	4.1%	34833	4.3%	4835	1.51%
2. Doctoral degree	7033	1.0%	8122	1.0%	1089	1.45%
5. Bachelor's degree	142225	19.3%	161715	20.1%	19490	1.29%
9. Long-term OJT	30832	4.2%	34800	4.3%	3968	1.22%
7. Postsecondary vocational	30399	4.1%	34222	4.2%	3823	1.19%
4. BA degree & work experience	90583	12.3%	100346	12.5%	9763	1.03%
3. Master's degree	30958	4.2%	34079	4.2%	3121	0.97%
1. First professional degree	52690	7.1%	56686	7.0%	3996	0.73%
8. Work experience (related)	53967	7.3%	57687	7.2%	3720	0.67%
11. Short-term OJT	187961	25.4%	197188	24.5%	9227	0.48%
10. Moderate-term OJT	82023	11.1%	85773	10.6%	3750	0.45%

Despite the relative high percentage of jobs requiring college degree training, there are more than 60,000 jobs in technical areas that require associate's degree training and post secondary vocational training. Forecasted growth in these occupations exceeds 8,000.

### Demand Occupations

(Non-Degree/Post Secondary Training Required)

Occupation	Average Annual Openings	Mean Hourly Wage	Mean Annual Wage	Most Significant Source of Training
Combined Food Prep Incl. Fast Food	542	\$9.67	\$20,110	Short-term on-the-job training
Waiters and Waitresses	519	\$10.10	\$21,000	Short-term on-the-job training
Janitors/Cleaners Exc. Maids/Hsekgp	433	\$11.04	\$22,960	Short-term on-the-job training
Retail Salespersons	397	\$11.54	\$24,010	Short-term on-the-job training
Cashiers	388	\$10.22	\$21,270	Short-term on-the-job training
Office Clerks, General	377	\$14.97	\$31,080	Short-term on-the-job training
Security Guards	360	\$13.43	\$27,930	Short-term on-the-job training
Exec. Secretaries & Admin. Assts.	350	\$22.32	\$46,430	Moderate-term on-the-job training
Secretaries, Ex. Legal, Med., & Exec.	308	\$19.23	\$40,000	Moderate-term on-the-job training
Maids & Housekeeping Cleaners	248	\$12.68	\$26,380	Short-term on-the-job training

### *C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?*

From 2004-2014, there is expected to be a total of 22,887 job openings in the District. The occupations that will be consistently in demand over the decade are:

### Top 40 High Demand Occupations

Occupational Title	Average Annual Openings
<b>Management, Business &amp; Financial Occupations</b>	<b>2979</b>
Administrative Services Managers	257
Financial Managers	141
Managers, All Other	348
Chief Executives	235
	42

General and Operations Managers	535
Management Analysts	560
Business Operations Specialists, All Other	605
Accountants and Auditors	298
<b>Professional &amp; Related Occupations</b>	<b>2404</b>
Computer Systems Analysts	368
Network and Computer Systems Administrators	133
Economists	143
Lawyers	754
Paralegals and Legal Assistants	286
Elementary School Teachers, Except Special Education	139
Public Relations Specialists	139
Writers and Authors	165
Registered Nurses	277
<b>Service Occupations</b>	<b>3175</b>
Detectives and Criminal Investigators	146
Police and Sheriff's Patrol Officers	315
Security Guards	360
Cooks, Restaurant	150
Food Preparation Workers	170
Combined Food Preparation and Serving Workers, Including Fast Food	542
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	153
Waiters and Waitresses	519
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	433
Maids and Housekeeping Cleaners	248
Child Care Workers	139
<b>Sales &amp; Related Occupations</b>	<b>956</b>
Cashiers	388
Retail Salespersons	397
Real Estate Sales Agents	171
<b>Office and Administrative Support Occupations</b>	<b>2395</b>
First-Line Supervisors/Managers of Office and Administrative Support Workers	238
Customer Service Representatives	223
Receptionists and Information Clerks	242
Information and Record Clerks, All Other	421
Executive Secretaries and Administrative Assistants	350
Legal Secretaries	236
Secretaries, Except Legal, Medical, and Executive	308
Office Clerks, General	377
<b>Transportation and Materials Moving Occupations</b>	<b>146</b>
Laborers and Freight, Stock, and Material Movers, Hand	146

Of the ten top high-demand occupations, four (Management Analysts, General and Operations Managers, Computer Systems Analysts, and Accountants & Auditors) require extensive formal education and training and the other six (combined food and preparation workers, waiters and waitresses, janitor and cleaners, cashiers, security guards and office clerks) are occupations in which demand is primarily a function of extremely high turnover.

With regard to industries, the largest share of annual openings will be in office and administrative support sector (3,463), the management sector (2,484), and the business and financial sector (2,271). Currently, the top ten projected demand industry sectors are:

<b>Industry</b>	<b>2004</b>	<b>2014</b>	<b>Annual Openings</b>
Office and Administrative Support	138,428	135,247	3,463
Management	80,574	90,268	2,484
Business & Financial Operations	88,594	96,558	2,271
Food Preparation and Serving	31,270	44,070	2,131
Sales and Related Positions	37,136	40,290	1,424
Computer and Mathematical	36,247	42,958	1,164
Education, Training and Library	29,082	33,590	1,064
Legal	53,240	58,166	1,127
Protective Service	24,560	28,736	1,050
Building and Grounds Cleaning	27,609	29,971	783

The industries expected to be in demand will primarily be those that are related to the federal government (office and administrative support, management, and business operations), or those low-wage/low-skill service industries (food preparation and serving, building and grounds cleaning, and protective service) in which the increased demand is largely the result of extremely high turnover rather than job growth.

The implications of this rather unique industrial/occupational composition is that those who are not qualified for professional occupations are, to a great extent, limited to either low-wage/low-skill occupations which experience high turnover or to the rather small universe of occupations available outside the major occupational clusters.

#### ***D. What jobs/occupations are most critical to the State's economy?***

Those jobs most crucial to the District's economy will continue to be those in managerial, business and financial occupations, professional and related occupations, and office and administrative support occupations. These sectors make up 72% of employment in the District. A closer analysis of the fastest growing occupations indicates that information technology will be an important part of the District's economy. Computer related occupations are expected to grow at more than 3.1% over the decade. Health care and social assistance sector is expected to supply nearly 5,000 new jobs. It is anticipated that the District will experience an increased demand for registered and licensed nurses, medical and clinical lab technicians and dental hygienists. College and university employment is expected to produce 4,600 new jobs, and the accommodation and food service industry is expected to add over 7,000 jobs.

#### ***E. What are the skill needs for the available, critical and projected jobs?***

The occupations that can be identified as available, critical, and projected are a mix of those occupations that are either high-demand and/or projected to increase at a significant rate. In the District, those occupations are management analysts, lawyers, general and operations managers, computer system analysts, computer support specialists, computer software engineers, paralegals, and janitors and cleaners. The occupations identified that require significant knowledge, skills, and abilities are as follows:

Management Analysts—Educational requirements for management analyst vary widely between private industry and government. Most employers in private industry generally seek individuals with a master's degree in business administration or a related discipline. Some

employers also require additional years of experience in the field in which the worker plans to consult. Research analysts usually need to pursue a master's degree in order to advance to a consulting position. Most government agencies hire individuals with a bachelor's degree and no pertinent work experience for entry-level management analyst positions.

General and Operations Managers—the formal education and experience of top executives varies as widely as the nature of their responsibilities. Many top executives have a bachelors degree or higher in business administration or liberal arts. Some top executives in the public sector have a background in public administration. Many top executive positions are filled by promoting experienced lower level managers when an opening occurs.

Computer Systems Analysts—for the position of systems analyst, many employers seek applicants who have a bachelor's degree in computer science, information science, or management information systems. Employers are increasingly seeking individuals with a master's degree in business administration with a concentration in information systems. Despite employers' preference for those with technical degrees, persons in a variety of majors may find employment in this field.

Computer Software Engineers—most employers prefer to hire persons who have at least a bachelor's degree and broad knowledge of, and experience with a variety of computer systems and technologies. Usual degree concentrations for applications software engineers are computer science or software engineering. Graduate degrees are often preferred for some of the more complex computer software engineer positions.

Computer Support Specialists—many employers prefer to hire individuals with some formal college education. Although a bachelor's degree in computer science or information systems is prerequisite for some jobs, other jobs require only a computer-related associate degree.

Registered Nurses—in the District, nursing students must graduate from an approved nursing program and pass a national licensing examination in order to obtain a nursing license. Students who want to become nurses must either obtain a bachelors of science in nursing (BSN), an associate degree in nursing (ADN), or a diploma that is issued by a hospital. Accelerated BSN programs are also available for individuals who hold a bachelors degree or higher in another field and are interested in moving into nursing.

Paralegal—programs include 2-year associate programs, 4-year bachelors programs, and certificate programs that can take only a few months to complete. Paralegal programs include introducing students to the legal applications of computers including how to conduct legal research on the Internet. Paralegals must be able to document and present their findings and opinions to an attorney. They must also understand legal terminology and have good research and investigative skills.

In addition to those skills that are needed for specific occupations, a focus group of District employers, convened by the DCWIC, assigned the following ratings to a set of skills they felt District residents needed in general.

Verbal skills	10
Interpersonal skills	10
Basic business skills	10
Written communication skills	9/10

Computer Skills	8
Internet knowledge	8
Math skills	7
Mechanical ability	5
Science	5

***F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?***

In 2006, there were 315,900 District residents in the civilian labor force, of whom 297,000 were employed and 18,900 unemployed resulting in an unemployment rate of 6.0%. The District ranked 21st in the nation with a 67.5 % labor force participation rate, which slightly above the national rate of 66.2%. However, the 6.0% unemployment rate, which decreased from 6.5% a year ago, was significantly higher than the national unemployment rate of 4.6% and the 3.1% rate in the region.

The percentage of “entry-level workers” age 15-24 is higher in the District than in any other area reviewed. The percentage of the prime age working population is high in the District and the Washington D.C. MSA compared to most areas and the national average. The District has a smaller percentage of population age 0-14 than other areas reviewed, and the D.C. MSA has a much smaller rate of population age 55 and over than the national average.

**Racial and Ethnic Data**

The racial and ethnic composition of the District's labor force and unemployment rate is as follows:

	<i>Labor Force</i>	<i>Unemployment Rate</i>	
African-American	146,116	49.5%	14.5%
White	119,394	40.5%	6.8%
American Indian/Alaskan	1,027	11.4%	11.4%
Asian	9,052	3.1%	6.9%
Hawaiian/Pacific Islanders	194	0.1%	14.9%
Some or more races	11,062	3.8%	10.7%
Two or More Races	8,330	2.7%	7.3%
Hispanic	23,947	8.1%	8.3%

**Geographic/Income/Unemployment Data**

	<b>March 2007</b>		
<b><u>Ward</u></b>	<b><u>Median Income</u></b>	<b><u>Average Income</u></b>	<b><u>Unemployment Rate</u></b>
1	\$42,429	\$60,636	4.6%
2	\$55,708	\$91,942	2.6%
3	\$89,675	\$134,506	1.4%
4	\$57,892	\$76,906	4.4%
5	\$39,892	\$52,206	7.4%
6	\$48,651	\$66,580	5.3%

7	\$33,680	\$45,407	9.5%
8	\$26,145	\$38,754	14.6%

As the ward data suggest, unemployment in the District is heavily concentrated in specific census tracts. This distribution among some of the census tracts with the highest unemployment rate is as follows:

Unemployment Rate	Number of Census tracts
20%-30%	4
30%-40%	4
40%-50%	2
50% or higher	2

### **Workforce Data**

In 2006, the District's population was estimated to be 581,530 residents. According to the 2000 Census, from 1990 to 2000, the District's population decreased by 34,841 residents from 606,900 to 572,059, a 5.7% decrease compared to an increase of 9.9% in the nation. However, it is projected that by 2010 the District's population will have increased to 627,000 residents; and, in the next twenty years the population will increase by 120,000 residents. In addition, approximately 98,000 residents (17%) are immigrants or the children of immigrants. Finally, it is estimated that there are approximately 25,000-50,000 illegal immigrants in the District who primarily fill low-wage jobs. The ethnic/gender composition, age distribution, and income statistics of the District's population are as follows:

Male	(269,366)	47.1%
Female	(302,693)	52.9%
White	(176,101)	30.8%
African American	(343,312)	60.0%
Hispanic	(44,953)	7.9%
Asian	(15,189)	2.7%
American Indian and Alaskan Native	(1,713)	0.3%
Native Hawaiian and Pacific Islander	(348)	0.1%
Two or more races	(13,446)	2.4%
Under 5 years		5.7%
5-9 years		6.2%
9-14 years		5.2%
20-24 years		6.6%
25- 34 years		15.3%
35 - 44 years		15.3%
45 - 54 years		13.2%
55-59 years		4.9%
60-64 years		3.8%
65 -74 years		6.3%
75-84 years		4.4%
85 years and older		1.6%



The District has a smaller percentage of population age 0-14 than other areas reviewed, and the D.C. MSA has a much smaller rate of population age 55 and over (21%) than the nation. The median age in the District is 35.7. Older workers (55-64) are leaving the workforce at a greater rate than younger workers (15-24) are entering, but people in their twenties make up the District's largest group in the labor pool. Therefore, technically, the city does not have a labor supply problem.

### **Income**

Although the District's median income has declined slightly, the District has the second highest poverty rate in the nation and the highest rate for children under 16. In 2005, 19.0% of all District residents were living below the poverty line as opposed to 13.3% for the nation. 11.1% of those families make less than \$10,000 and 4.5% make between 10,000 to \$14,999. Additionally, 32.2% of related children under 18 years of age were below the poverty line; and, 30.6% of families with a female householder and no husband present were also living below the poverty line. Finally, a quarter of the District's children were living in families without working parents in 1999.

Per capita income	\$37,569
Average household income	\$75,058
Median Household income	\$47,221

### **Household Income Distribution**

The distribution of the District's income by household distribution is as follows:

More than 100,000	21.5%
\$75,000-99,999	9.9%
\$50,000-74,999	16.3%
\$35,000-49,999	13.4%
\$25,000-34,999	10.5%
\$15,000-24,999	9.6%

### **Education**

Although the District has a slightly lower high school graduation rate (83.6%) than the nation (84.2%) it remains one of the most highly educated cities in the nation with 45.3% of adults holding a bachelors degree or higher. The District also has a higher percentage (45.3%) of individuals with a college education than the nation as a whole (27.2%). The educational breakdown of District residents is as follows:

Graduate/Professional Degree	25.2%
Bachelor's Degree	20.0%
Associate Degree	3.3%
High School Degree	21.0%

However, while 81% of white adults in Washington hold a bachelors degree only 17% of African-American do. The educational level of District residents also differed significantly by ward.

<u>Ward</u>	<u>High School</u>	<u>College</u>
1	68%	39%
2	87%	64%
3	96%	79%
4	78%	33%
5	72%	21%
6	79%	44%
7	71%	13%
8	66%	8%

As documented by the significant differences in income, education, and rate of unemployment, the District's demographic picture is somewhat mixed. While the District has affluent neighborhoods, it also has the largest concentration of poor families and welfare recipients.

***G. Is the State experiencing any “in migration” or “out migration” of workers that impact the labor pool?***

The District has a uniquely high rate of single households. There are a variety of factors involved, but one to consider is the industry and occupational mix. Many come to the District to start a career in public service, perhaps to work as lobbyists or management analysts with a federal agency or trade organization. Likewise, the hospitality and professional services industries also attract a younger, single workforce. District policy makers will seek to understand the underlying reasons behind this data and seek to maximize any competitive advantage it might provide.

Offsetting the recent population loss somewhat was a large influx of immigrants settling in the District. While the District's total population increased by 1.7% between 2000 and 2005, the foreign-born population grew during this time period by 12.9%. However, the net domestic out-migration was 9,680 residents resulting in a net loss of 4,097 residents. The net internal migration in the District was 10,059.

***H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?***

The predominance of professional service occupations required to meet the business needs of the Federal government contributes to a marked imbalance between the jobs available to District residents and jobs attainable by the District's unemployed and underemployed population.

Specifically, the District's largest concentration of jobs continues to be in the “professional, scientific and technical services.” Within those categories, seven of the top 10 high-demand occupations (management analysts, lawyers, accountants, general and occupations managers, computer specialists, and paralegals) require extensive formal education and training. The District's share of jobs requiring post-graduate education is more than triple the national average (9.9% to 3.3%); while jobs requiring entry-level high school skills (41%) are a significantly smaller share of District employment than the nation as a whole (55.2%). Further, only 23.1% of the District's job growth is forecasted in the high school entry skill level versus 47.9% for the nation and 48.5% for the region.

However, the District's low adult literacy rate continues to be a formidable hindrance to linking emerging workers with opportunities. While more than 40% of residents have at least a bachelor's degree, nearly 75,000 lack a high school diploma. In 2001, the GED pass rate for the District was 43.3%, one of the lowest rates in the nation. Approximately 18,000 TANF recipients have less than a high school credential and almost 50% are reading below 7<sup>th</sup> grade level.

Additional challenges include English literacy deficiencies due to the city's growing diversity and a large number of at-risk youth. These issues prevent many job seekers from participating in the city's healthy economy and will continue to hinder the ability of local business, especially small business, to compete.

Efforts to reduce the District's unemployment rate have been hampered by the existence of this cohort that is currently unable to productively participate in the workforce. These individuals confront a daunting complex of workforce participation barriers. Moreover, those who successfully attain high school diplomas or complete training programs soon leave the city for suburban Maryland or Virginia where housing is more affordable.

The "new economy" brings with it new skills and knowledge requirements. Therefore, it will be necessary for the District to develop and implement a 21<sup>st</sup> Century workforce curriculum. Incorporating new skill and knowledge requirements into the school curriculum will be a major challenge. The Mayor, the DCWIC, and every partner in the workforce development system understand that these issues will not be corrected immediately. However, all are committed to engineering a more comprehensive and integrated workforce preparation system that identifies and allocates the resources and expertise required to support the Mayor's goal of providing prosperity for all residents.

***I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?***

Despite anticipated job growth, the District's economic health depends on how many residents have the training — as well as academic and literacy skills — needed to enter an increasingly competitive and knowledge-based job market. District employers should not experience employee shortages, since the non-resident workforce should continue to provide a source of skilled workers. But the extent to which District residents participate in the new economy will be in direct proportion to the success or failure of the city's workforce preparation initiatives discussed herein.

Employers have indicated that the reading, math skills, and computer knowledge of residents is not at the level needed by business. Some members of the business community suggest that in training providers need to design customized training packages that specifically address employer needs. Other employers have expressed concerns about the failure of the training system to teach "soft skills" and they have advocated a closer link between the teaching of soft skills and the actual application of those skills in the workplace.

In addition to the shortage of qualified resident workers, additional workforce preparation challenges include the development of formal relationships with our suburban counterparts to create pathways to regional jobs, addressing youth unemployment, and moving individuals from welfare to work.

The District must take advantage of its position of economic strength by helping District residents qualify for a larger share of jobs, in and outside of the city. The DCWIC will forge partnerships with regional employers. The District will assess the “demand occupations” in the region and will market its qualified “products” to the balance of the Washington Metropolitan area. This will mean collaborating with other key workforce investment partners to upgrade the educational and skill level of District residents so that they will be comparable to their suburban counterparts.

***J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?***

While the District’s economy has been strong, all residents have not shared in the prosperity. The District has become increasingly dependent on surrounding jurisdictions for labor resources.

While 72% of residents work in the District, only 18% of metropolitan area residents work in the same jurisdiction as their residence. According to the 2000 census, 71% of District workers were non-residents, up from 67.6% in 1990. District residents hold approximately 200,000 of the nearly 700,000 jobs in the District. Twenty-eight percent of District residents travel to the suburbs to work. This indicates that there is a tremendous amount of movement from the suburbs into the District and perhaps between suburbs as well.

The realities of the Washington area labor market call for a paradigm shift in practice and philosophy. A decline in entry-level jobs has diminished employment opportunities for low-skilled workers who reside in inner-city neighborhoods and who often rely on public transportation to get to work. If the District is to effectively address the unemployment rate, it must promote regional employment opportunities and build such market realities into workforce system strategies. Residents should be encouraged and assisted in securing suburban jobs. This step should be complemented by vigorous enforcement of employment equal opportunity laws, affordable housing policies, and creative transportation programs.

The relationships developed through demand-driven activities would be extremely helpful in gaining business and industry buy-in of programs to support District workers. Two specific areas where private sector employers could contribute significantly toward the development of a stable workforce are employer-sponsored child care centers and van shuttle services from transportation hubs to jobs located in industrial parks. According to the Annie E. Casey Foundation, “When attention is paid to brokering new relationships with potential employers and encouraging them to work collaboratively with community-based organizations in training and hiring underemployed people, inner-city residents get jobs, and employers get a skilled, stable workforce.”

As our labor market analysis dictates, good paying jobs within the region require substantial skills. Clearly, they require labor resources that are currently not found within the District’s small population base and its resident workforce. Hence, employers have sought to meet their employment demands outside of the resident workforce.

The challenge for the District is to position its residents to secure a larger share of projected regional job growth. To reap the benefits of this prosperity the District must implement programs to ensure that the educational and skill levels of its residents are competitive with

suburban residents. The success of the Mayor's economic development policies will assist in this endeavor as the District continues to grow as its reputation as a highly desirable place to live. Improving public schools, producing affordable housing, and creating safe streets and communities are crucial to achieving long-term prosperity in the District's economy.

## ***V. Overarching State Strategies***

### ***A. Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)***

Workforce investment is a dynamic process that is introducing new ways of working collaboratively within government to further service integration, reduce duplication, maximize limited resources, extend public/private partnerships, and provide a prospectus for influencing future long-term investment in the city's labor force.

In the District, many cooperative ventures are underway and of a sufficient scale to have impact on actual supply and demand — people and infrastructure. These initiatives crosscut strategic objectives and have the potential for expansion across employment sectors. Beginning with the initial years of WIA, such collaborations have led to more integrated service delivery to meet the needs of job seekers and employers. Innovative partnerships with CVS Pharmacy, Manpower, Inc., and Washington Post.com; the new career ladder initiative with Catholic University; and apprenticeship partnerships with D.C. Public Schools and local businesses, among others, add valuable resources at no-cost or reduced cost to the District's workforce development system.

Mayor Fenty has mandated that services to targeted populations be executed in a collaborative manner, leveraging all available resources to provide a holistic approach to continued economic growth and a more inclusive labor pool.

Yet, federal funding constraints forced the District to examine its resources and, where possible, establish a framework for increased collaboration and resource sharing. For example, as described below, in an effort to consolidate Wagner-Peyser Act funds and avoid duplication of core service, the District implemented a number of streamlining measures, such as automatic registration of unemployment insurance (UI) customers for Wagner-Peyser service.

The department has achieved a number of cost-effective advancements in the UI program. In 2006, the UI division implemented an interactive voice response system allowing claimants to file via telephone and receive benefits information. The same year the system was further upgraded to permit non-residents to file interstate claims over the telephone. Internet UI filing has been available in the District since 2004, through *DCNetworks'* DCVOS. The system's data-sharing capability allows all UI registrants to be automatically registered for Wagner Peyser services, thus providing customers immediate and hassle-free access to a series of job service exploratory tools, including search engines, LMI information, career planning, and high-demand occupational training.

The District's Resource Mapping initiative identified resources committed to each of the city's workforce-related programs. The DCWIC views this initiative as a tool to promote, advocate,

and facilitate a higher level of integration of services and leveraging of program resources. As in most states, the DCWIC views its role as convener, facilitator, and change agent for a more innovative, effective, and efficient workforce investment system that is responsive to the workforce needs of District employers and residents.

Strong growth in the District's economy has enabled the District to devote significant local resources to targeted workforce development programs and services. The District's FY 2006 budget included adult and youth career pathway and training initiatives designed to address workforce barriers currently restricting unemployed and underemployed District residents. Equally significant this year, the District's *Way-to-Work* Act was funded to serve as a major local source of support to the workforce development system, thereby freeing up federal resources that can be directed to address the President's call to train more citizens.

In addition, the DCWIC has undertaken the task of working to ensure that all public WIA partners contribute to the One-Stop Career Center system. Using the Resource Map, they have identified partner resources that can add support the one-stop infrastructure.

Workforce system evaluators also recognize the necessity of addressing barriers to inclusion — such as accessibility, childcare provision, working hours, transportation, and appropriate training. More flexibility and creativity in providing access to learning could help address these issues. One-Stop Career Centers can play a role in this process by providing a neighborhood-based point of access to an array of educational and supportive resources.

In the first five years of WIA, DOES, the District's One-Stop system operator, orchestrated major enhancements to program delivery. With the expansion of our automated system, DOES actualized the “no wrong door” vision first articulated by the Department of Labor. The city's Virtual One-Stop system now includes all WIA, Wagner-Peyser, Veterans, Unemployment Insurance, and Welfare-to-Work programs.

Interagency partners have co-located within the District's One-Stop Career Centers to achieve efficiency and cost-reduction. Primary One-Stop partners are the Department of Human Services' offices of Rehabilitation Services and Vocational Rehabilitation. Equally important, DOES has also collaborated in the provision of other workforce services for non-USDOL funded programs, including TANF, apprenticeship, and a local ex-offender re-entry program. This approach has maximized federal resources, created greater access to services, increased off-site and on-site self directed services, and assisted in matching qualified job seekers with the skills and training opportunities necessary to effectively compete in the District's rapidly changing local economy.

In another example of cooperative service delivery, DOES offers a Veterans' One-Stop Career Center in Northwest Washington, as well as a satellite center at the Walter Reed Army Medical Center. Both facilities became timely and important resources for veterans returning from tours in Iraq and Afghanistan. Services are provided through federally-funded initiatives including the Disabled Veterans' Outreach Program (DVOP), The Local Veterans' Employment Representative (LVER) Program, and the Transitional Assistance Program (TAP). In September 2006, the department was presented with the National Association of State Workforce Agencies (NASWA) Mark Sanders Award for Exceptional Services to Disabled Veterans. The award recognized our landmark Real Lifelines Initiative and Veterans One-Stop Career Center.

Another crosscutting coalition is the DCWIC's collaboration with the city's Rehabilitation Services Administration (RSA). This program enhances the One-Stop Career Center system's ability to serve job seekers with disabilities, in keeping with principles of universal access. Working with the University of Maryland's Community Rehabilitation Providers Regional Continuing Education Program (CRP RCEP), staff will receive a basic understanding of various disabilities, how those disabilities impact the customer and their job search, how to accommodate them at the One-Stop Career Centers, and what resources are available to assist disabled customers. In addition, accessibility enhancements have been installed at the centers. The enhancements included automatic doors, Braille printers, career development material, disabled-accessible communications equipment, and updated software.

The District is strengthening service to the disabled at One-Stop Career Centers through implementation of the Disabilities Program Navigator (DPN). This program offers onsite staff who provide services to disabled persons.

In keeping with Mayor Fenty's call for literacy and education, the *Lifelong Learning Initiative* continues to focus on out-of-school District youth. The Initiative, which is funded by the District's State Education Office, has resulted in the installation of Lifelong Literacy coaches, who provide basic Adult education and GED preparation, in the District's One-Stop Career Centers. This crosscutting partnership seamlessly integrates education with workforce preparation services, addressing the needs of an emerging workforce whose skills must be aligned with the requirements of the current job market.

The One-Stop system has established a partnership with the District's Court Services Offender Supervision Agency (CSOSA) to implement Project Empowerment Plus [Transitional Employment Program], a program that provides life skills/job readiness training before referring offenders for on-the-job training and work experience. To limit redundancy in services and administrative costs, the Project Empowerment Plus staff are housed at DOES with access to One-Stop services. This partnership has been able to reduce the rate of recidivism for program participants and has promoted self-sufficiency for serious and violent ex-offenders.

The DCWIC and DOES received a federal grant for Faith-based and Community Initiatives. Working with the DCWIC, the Office of Faith and Community-Based Partnerships (OFCBP) has developed Memoranda of Understanding (MOUs) with faith organizations that allow them to make use of office space at the One-Stop Career Centers, the Mobile One-Stop Van, and other services. WIA funds have also been leveraged to work with hard-to-serve populations identified by faith organizations. DOES is formulating a plan to establish partnerships with up to 900 FBCOs in the 2007/2008 program year.

As we have stated, a great example of an innovative collaboration exists between DOES, the city's One-Stop operator, and CVS/pharmacy. This nationally recognized program has resulted in the expansion of CVS apprenticeship training by adding the photo-lab technician occupation as a formal apprenticeship standard. This occupation, along with pharmacy technician, was the first to be approved for apprenticeship certification by a State Apprenticeship Council.

Although federal funds are used to support the One-Stop career centers, contributing partners co-locate services to foster seamless service delivery, customer accessibility, and eliminate redundancy. Similarly, the District has used WIA, UI, Wagner-Peyser, Welfare-to-Work,

TANF, and local funding sources to enhance *DCNetworks'* Virtual One-Stop (DCVOS). As a result, DCVOS now interfaces WIA and Wagner-Peyser systems with the District's UI system. UI claimant information is passed between the two systems creating an automatic registration. The integration of these systems is a cost effective way to respond to the needs of District employers, job seekers, and claimants.

DCVOS provides the electronic connectivity that integrates and streamlines services among partnering agencies and provides universal core services to job seekers, unemployment insurance services to claimants, and business-related services to employers. Employers are able to access virtual recruiter services that have skill matching capabilities, regional and ward specific labor market information, and employer UI information. DCVOS eliminates the need for job seekers to fill out redundant enrollment forms to access WIA, Wagner-Peyser, Veterans, and UI services. DCVOS has also allowed the District to integrate the services of other programs under its administration including Welfare-to-Work/TANF, Project Empowerment, and Apprenticeship. This approach has maximized available resources, fostered greater access to support services, increased self directed services, and assisted in equipping many job seekers with the skills and training opportunities necessary to effectively compete in the District's rapidly changing economy.

***B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D), 112(a).)***

With the vision and strong support of Mayor Fenty, the City Council and collaboration between the DCWIC, District agencies, and workforce development partners, the District continues to employ the demand-driven approach in its quest to build a more effective and inclusive workforce system. This business-first trend fits comfortably with the Mayor's call for community-based training and career-focused education that prepares job seekers and young people for high-demand occupations.

Around the country, pilot career ladder programs are creating the kind of partnerships that increase worker mobility and the quality of the workforce in a number of key industries including healthcare, child care, education, biotechnology, and manufacturing. The District's own career ladder program is expanding, in partnership with Catholic University of America's Metropolitan College (CUA). The CUA program focuses on the hospitality and healthcare industries. This partnership, which includes Marriott International's Renaissance Hotels and Providence Hospital, is a two-pronged training effort aimed at developing employees to meet industry standards and employment needs. A total of 50 individuals are slated to be trained for entry level and career ladder positions.

Innovative workforce solutions also spring from the District's legislative branch. DOES is currently considering a proposal by a city councilman to establish training program, partnership with Georgetown University Hospital, in emergency room technical support positions. The program would be modeled after an existing program at Southeastern University's health training division.

***C. Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations***



*within the State that are high growth, high demand, and vital to the State's economy? (§112(a), 112(b)(4)(A).) The State may want to consider:*

- 1. Industries projected to add a substantial number of new jobs to the economy; or*
- 2. Industries that have a significant impact on the overall economy; or*
- 3. Industries that impact the growth of other industries; or*
- 4. Industries that are being transformed by technology and innovation that require new skill sets for workers; or*
- 5. Industries that new and emerging and are expected to grow.*

Mayor Fenty will continue to promote the District's prosperity, exceptional business climate, quality of life, and proximity to the federal government. Mechanisms for executing the District's business-friendly campaign are developed under an executive steering committee consisting of the Office of Planning and Economic Development, the Office of Planning, the Department of Housing and Community Development, the D.C. Housing Authority, the Department of Transportation, the Department of Employment Services, the Rehabilitation Services Administration, the National Capital Revitalization Corporation, and the Washington D.C. Marketing Center.

DOES supports economic growth efforts by generating labor market information that identifies industries and occupations projected to be crucial to the growth and diversity of the District's economy. The Office of Planning and Economic Development, under the guidance of the Mayor, was designated to spearhead a Business Attraction and Retention Initiative geared to attract industries which will contribute to diversifying the economy and creating attainable jobs for residents.

Based on local demographics, city planners concluded that large retail businesses will help stimulate the local retail industry and offer jobs more consistent with the skill sets of many unemployed residents. This four-point strategy has been utilized to launch the "restore D.C." program, an umbrella initiative to spearhead retail attraction efforts. The product of this courtship will not only provide a source to reclaim tax dollars, but one that can establish a greater balance against the top-heavy occupational hierarchies that currently exist within the District.

Mayor Fenty and the executive steering committee have prioritized the attraction of new retailers to the District. The Washington Marketing Center, a non-profit economic development intermediary, and the Business Attraction and Retention Team (BART) have established a four-point plan to target identified high-growth, high-demand industries:

- Marketing and Resource Initiatives
- Business Development Assistance
- Research and Information
- Industry Development Incentives

Hospitality represents a major avenue of opportunity in the Washington, D.C. area. As such, DOES partnered with the Hotel Association of Washington, D.C. (HAW) in October 2005 to provide 30 at-risk and/or low-income youth and adults with structured training programs. The expanded HAW program provides intensive hotel vocational training, as well as basic literacy, basic computer training, life skills development, career counseling, and job placement services.

In 2005, the DCWIC Industry Cluster Study identified the growth patterns of high-growth industries within the District and region. This study and the DOES labor market information on high-demand occupations continue to be used by the DCWIC to guide the recruitment of WIA Eligible Training Providers for inclusion in the Individual Training Account system. This information is also being used to develop the DCWIC Industry Sector Strategy Initiative that will facilitate the development of a more targeted investment strategy to improve and expand new opportunities for education, employment, and economic development.

Progress will not be confined to downtown. One major project in progress is the Anacostia Waterfront Initiative. This initiative represents an unprecedented partnership between 18 federal agencies, the District of Columbia, and the Anacostia Waterfront Corporation (AWC). The AWC is transforming 2,800 acres of long neglected but valuable land along the Anacostia River corridor into a model for 21st Century urban living. The project is expected to create thousands of new jobs, new neighborhoods, new residential units, and new office and retail space for the city and its residents. Currently, DOES is working to establish talent pipelines to staff 15 construction and development projects along the corridor. DOES also is diligently working to ensure compliance with apprenticeships requirements and to initiate pre-apprenticeship opportunities with developers and contractors.

A key element of this economic initiative is the construction of a new baseball stadium at the South Capitol Waterfront. Slated to open in 2008, the stadium is expected to generate millions per year in new tax revenues for the District, provide countless new jobs for District residents, and create business opportunities for local, small, and disadvantaged business enterprises. Addressing the demands of employers and contractors involved with the stadium is a major component of the Mayor's strategic plan to strengthen and diversify the economic base for the District. As a result of collaborative efforts between *DCNetworks* partners, the D.C. Sports and Entertainment Commission, and private employers, more than 4,700 people from throughout the Washington area have obtained jobs at the new and current stadium, with 76% of those hired being District residents.

Small business development is also at the forefront of the District's agenda for economic stability and expansion. The major concerns are how to encourage enterprise and entrepreneurship, remove barriers to growth, nurture business clusters and support networks, and maximize opportunities created by new technologies. Small businesses form not only the "backbone" of the city's economy, but play a significant role in the viability of neighborhoods.

In March 2007, the Deputy Mayor for Planning and Economic Development welcomed nearly 100 area retailers to the 2007 Neighborhood Retail Summit, hosted by the Washington, DC Economic Partnership. Retailers from the District of Columbia, Maryland, and Virginia convened to discuss the future of the small, local retailers. Panelists included the owners and managers of well-known, DC-based stores. The featured business owners shared first-hand experiences on what it took to open a business, sustain the concepts, survive uncertain economic times, and cultivate a flourishing business.

Several studies in the District of Columbia have examined which occupational sectors are growing in the Washington, D.C. metropolitan region. The health sector has consistently been identified as a promising sector to conduct a sector initiative. The study determined that the health sector was ideal for the D.C. region because of that sector's high demand for employees, career ladders, and potential for workers to move into self-sufficiency wage jobs.

Other business attraction and retention strategies have been implemented to sustain economic growth and encourage workforce stability. In that regard, the District has worked to attract national, large-scale retail businesses and grocery stores that offer significant employment opportunities. The local workforce development system has worked or is working with developers and employers to provide workers for the following major development projects:

- Tivoli Square Project: Giant Food, Target, and other retail (2007)
- RFK Stadium renovation and new ballpark construction (2005 to 2008)
- Embassy Suites Hotel (2005)
- Former Convention Center site - retail, housing, and hotel development (2005)
- Unified Communication Center Project (old St. Elizabeth's Hospital site) (2006)
- Station Place: retail, office space, and residential (2006)
- Skyland Center: retail (2007)
- Henson Ridge Hope VI Townhouses: residential and retail
- Anacostia Waterfront: retail, restaurants, theaters, construction, light rail, Southeast Federal Center (2005 through 2008 and beyond)
- Camp Simms: Giant Food and other major supermarkets
- Corridors and Boulevards: city wide restoration project (2005 to 2007 and beyond)

The workforce investment system is actively pursuing opportunities to be “at the table” at the start of discussions about business expansion and development in the District. DOES is “linking Washington with the workplace,” through outreach and assistance to employers, as well as enforcement of local hiring requirements. In the past two years the department has accomplished the following business-focused endeavors:

- Developed a strategic plan to address the major employee recruitment efforts for staffing RFK Stadium and the new stadium;
- Hosted major job fairs with three stadium employers (ARAMARK, D.C. Sports and Entertainment Commission, and IM Parking). To date, 76% percent of new hires at RFK stadium have been District residents;
- The Office of Apprenticeship's monitoring of construction at the new Nationals Baseball Stadium resulted in 78% to 84% of apprentices being District residents, exceeding the goals established in the Project Labor Agreement (PLA).
- Met targeted dates to receive all First Source Agreements from employers associated with the stadium projects;
- DOES Account Executives are working with the D.C. Sports and Entertainment Commission and ARAMARK to coordinate a Summer and Year-Round Youth Employment Program through RFK Stadium;
- DOES has identified major community, government, and business stakeholders to ensure the successful recruitment of candidates for RFK and the new stadium recruitment initiatives;
- The Business Services Group (BSG) is currently working with stadium employers, including the D.C. Sports and Entertainment Commission, Facility Merchandising

Incorporated, ARAMARK, IM Parking, and Contemporary Services Corporation (CSC), to address their staffing needs;

- On September 13, 2005 the BSG responded to jobs needs of Hurricane Katrina evacuees housed at the D.C. Armory by coordinating a job fair with local businesses. This successful event was organized in 48 hours and included 25 employers;
- Plans are underway to locate Employer Services staff at the District's full-service One-Stop Career Centers to facilitate partnerships with local businesses and community organizations. Emphasis will be on underserved communities east of the Anacostia River.

The department is continuing its partnership agreements with several major retailers including H& M Department Store, Old Navy, Urban Outfitters, and Joseph A. Banks. The BSG has hosted recruitments for Giant Foods, Guest Services, the new Marriot Courtyard Hotel, and others. Other services include developing employer profiles, orienting employers to DCVOS, and conducting professional recruitment events. To respond to the challenges presented by the District's hard-to-employ population, we are putting greater emphasis on developing customized training programs and conducting pre-employment assessments. We will work with businesses to evaluate and respond to employee turnover rates, job and "soft" skill requirements, and future training needs.

As new initiatives and proposals are received, they will be reviewed by DOES and the DCWIC and its committees for potential labor market impact, cost, and resource implications.

***D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)***

Experience has shown that commercial growth in the District cannot occur out of tandem with the progress of its citizens, with only the hope that benefits will trickle down. There is a need for a clear understanding of the causes of exclusion, and a mandate to take a collaborative approach to addressing the complex mix of factors that create barriers to residents' full participation in the economic mainstream. The workforce investment system is but one member of a multi-dimensional team of government agencies, educators, workforce partners, and the business community that must work more closely together to develop positive policies and effective actions.

To widen participation in the labor market, issues such as accessibility, childcare provision, working hours, transportation, and appropriate training, which can be barriers to individuals being economically active, need to be addressed. By providing as much flexibility as possible, many of these issues can be resolved.

Through a wide range of programs, initiatives, and services, the Mayor has charged District agencies with bringing together state/local resources in a more holistic approach to serving customers in the public workforce investment system. Examples of District service integration models are:

- **Outreach Services Team:** In 2007 the department launched a Community Outreach Team that provides offsite services to high schools, colleges, faith-based community organizations and other community facilities. The team is providing career readiness workshops, career counseling and connections to employment opportunities through referrals to recruitment events and One-Stop centers.
- **Neighborhood Services:** “New Communities” is an aggressive, city-wide program to combat crime and keep neighborhoods clean, safe, healthy, and economically vibrant. The program began with the identification of concentrated and persistent problem areas or “Hot Spots.” Dozens of city government agencies and private and non-profit entities were brought together to focus on the conditions that contribute to persistent problems in these neighborhoods. DOES and *DCNetworks* played integral parts in this endeavor. Job fairs, training, and other workforce development services have been provided in these neighborhoods. Two major problems discovered within troubled communities were high unemployment and high poverty levels. In 2004, Neighborhood Teams were created consisting of representatives from 15 District agencies who work collaboratively to identify, create, and implement plans to resolve the persistent crime and other problems in “hot spots.” Their mission is to better coordinate the delivery of services and partner with the communities to resolve the economic, employment, and crime issues plaguing the areas.
- **Partnership for Employment (Faith-Based Initiative):** A key collaborative effort currently occurring in the city is the “Partnership for Employment.” Developed by the DCWIC, CVS/pharmacy, DOES, six faith and community-based partners, the Water and Sewer Authority, and its LSDBE contractors, this partnership provides job readiness skills, mentoring, social service assistance, and employment opportunities to 150 residents. The ultimate goal is to assist the District’s hard-to-serve population to gain employment with the District’s Water and Sewer Authority.
- **Walter Reed REALifelines:** The Recovery and Employment Assistance Lifelines (REALifelines) program was created by DOES DVOP/LVER staff and adopted as a joint project by the U.S. Department of Labor, the Bethesda Naval Medical Center, and the Walter Reed Army Medical Center. REALifelines features a seamless, personalized assistance network to ensure that seriously wounded and injured service members who cannot return to active duty are trained for new careers. A key component of the program is the provision of services available through the District’s One-Stop Career Center system. In addition to assisting wounded veterans, job training and employment services are also made available to spouses in families that have suffered an active duty casualty, as well as to family members who have temporarily left their jobs to be with their loved ones during recovery.
- **Ex-Offender Re-Entry Program:** The Transitional Employment Program (formerly Project Empowerment) provides intensive employability development services to a select group of serious and violent ex-offenders to help them to transition into sustainable unsubsidized employment and achieve financial self-sufficiency.
- **Workforce Investment Council (DCWIC):** Created in 1999, the DCWIC is a public-private partnership of members of the business community and heads of several District government agencies. The District strongly believes that to realize the WIA vision, a dynamic and representative workforce investment council must be in place to advise

the Mayor and manage the integrated workforce system. The council consists of the directors of the Departments of Employment Services, Human Services, Housing, Community Development, and the D.C. Housing Authority; the Superintendent of the D.C. Public Schools; the President of the University of the District of Columbia; faith and community leaders; labor leaders; and several District of Columbia Council Members. Following the WIA mandate, the goal of the DCWIC is to increase employment, employment retention, earnings, and occupational skill attainment of residents by providing career information, counseling, job search assistance, and demand-driven training options.

Since agencies in the workforce investment system often share special demographic populations, referrals are used to direct customers to the appropriate “wrap-around” support services. Every effort is made to keep the referral process as transparent as possible for the customer. For some agencies, this is best achieved through co-location. One such example is the University of the District of Columbia (UDC) which is responsible for adult education and family literacy programs. UDC has placed literacy coaches in the District’s One-Stop Career Centers to serve customers who need literacy remediation.

Community leaders from the Department of Parks and Recreation (DPR) will be redeployed to conduct targeted street outreach efforts in critical neighborhoods. DPR “Roving Leaders” are responsible for reaching out to young people, providing informal mentoring, and providing links to critical services and support to help move them in positive directions.

The D.C. Fire and Emergency Medical Services (FEMS) Cadet Training Program is an example of a successful cooperative venture. Through an ongoing agreement between the D.C. Fire and EMS Department and DOES, the cadet training program provides long-term career opportunities to some of the city’s most vulnerable youth. The FEMS Cadet Program is a comprehensive program that provides formal academic instruction and rigorous specialized training. The program offers classroom instruction in rules and regulations and organizational structure with rotations to each division of FEMS during the first eight months. Laboratories in basic Emergency Medical Technician (EMT) training, ambulance services, and firefighter techniques are provided during the final 22 weeks. Upon graduation from the program, FEMS cadets are equipped with the necessary training to enter a professional career as a Firefighter/Emergency Medical Technician. The target population for the program is youth 18-21 years of age who have a high school diploma or a GED.

The BSG is also an important instrument for encouraging employers to play active roles in the workforce investment system. Account executives work closely with members of the business community to determine the services and products needed to meet workforce demands. This year, the BSG established employer focus groups in high-demand local industries such as healthcare and hospitality. As a result of these sessions, the BSG improved customized services to employers. During the last calendar year, the number of employers requesting our services has doubled, with an increase in repeat business orders.

Alliances, networks, and other relationship building mechanisms generally interrelate through Memoranda of Understanding (MOUs). In addition to the District’s joint MOU with the required WIA partners, DOES has been signatory to more than 40 MOUs with public and private organizations. These MOUs support partner services and establish additional collaborations vital to the ongoing and sustained success of the District’s workforce system.

The following list of organizations provides a snapshot of the non-required partnerships that have been established:

- D.C. Office on Aging
- CVS/pharmacy
- Washington Metropolitan Transit Authority/University of District of Columbia
- Prince Georges County Workforce Services Corporation
- Metropolitan Washington Council/AFL-CIO
- Columbia Lighthouse for the Blind
- U.S. Immigration and Naturalization Service
- Lt. Joseph P. Kennedy Institute
- Davis Memorial Goodwill Industries
- Washington Post Newsweek Interactive
- U.S. Veterans' Administration
- D.C. Chamber of Commerce

Our partnership with the *Washington Post* integrates employment and career building online services through [www.DCNetworks.org](http://www.DCNetworks.org) and [www.washingtonpost.com](http://www.washingtonpost.com). Through DCVOS, job seekers have access to one of the largest repositories of regional jobs, while local employers have broader exposure and access to a larger local pool of job applicants.

Literacy initiatives that integrate education and workforce services to respond to the skill needs of business are also defined through MOUs. The District has implemented agreements that link the State Education Agency with One-Stop Career Centers to provide adult education and customized training services. The agreement ensures that education and training efforts remain relevant to the needs of targeted high-growth, high-demand industries.

The D.C. Public Schools (DCPS) Career Technical Education Department is addressing the demand for a skilled and competent workforce by launching career academies in its senior high schools. The academies were selected based on alignment with projected growth industries and occupations identified in the Employment Projections by Industry prepared by DOES, and the Occupation Employment Statistics from USDOL.

The D.C. Children and Youth Investment Trust Corporation is another of the collaborative components emanating from the Mayor's Safe Passage Initiative. The Trust is an independent non-profit organization founded to increase the quality and accessibility of out-of-school services for children, youth, and families. Its goal is to create a sustainable network of effective programs across the District. The Trust leverages public and private funds across all agencies and the private sector to disburse through grants to organizations in the District that provide direct services to children, youth and their families.

***E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high-growth/high-demand industries? (§112(b)(17)(A)(i), and 112(b)(4)(A).)***

It is the District's policy to only approve programs (courses) for demand areas. The DC WIC reviews each training provider application to assure that sufficient focus is on providing curricula and other training in high-growth/high-demand fields.

The agency works collaboratively with a variety of public and community partners in support of high-demand industry education and preparation, including providing on-site services at One-Stop Career Centers through a series of contractual agreements and MOUs. These agreements outline the data sharing, case management, reporting, and record keeping requirements which are aligned with the implementation of common measures. These agencies include:

- **District's State Education Office/University of the District of Columbia (UDC/SEA)**

The DCWIC has entered in an MOU with UDC/SEA to establish a worker readiness program in “new communities” in the District. The program, funded through “Job Opportunity Bank” funds, will be available through 3 community-based service providers and will offer adult educational and vocational training to prepare adults for work. Through the Mayor's Life Long Learning Initiative, UDC provides each full service One-Stop Career Center with several literary coaches who provide basic adult education services and GED preparation at no cost. This unique partnership seamlessly integrates education with workforce preparation services addressing the specific needs of the District's emerging workforce.

- **Department of Human Services - Rehabilitation Services (RSA)**

Rehabilitation Services Administration works in tandem with DOES to improve the One-Stop system's ability to serve job seekers with disabilities and enhance the principals of universal access. Representatives from RSA are located at each full service center.

- **Court Services and Offender Supervision Agency For the District of Columbia (CSOSA)**

CSOSA facilitates offender services through the One-Stop Career System both remotely through the Virtual One Stop system (DCVOS) and through the District's two full-service and five satellite One-Stop Career Centers. CSOSA offenders have access to a seamless, integrated, and comprehensive variety of services including: career development and training, human resource management, labor market information, unemployment insurance, and other supportive services.

- **Office on Aging**

The D.C. Office on Aging provides job search and placement assistance, occupational skills classroom training, on-the-job training (OJT), and follow-up services for older workers age 55 and above.

- **U.S. Veterans Affairs Center (USVAC)**

Co-located partners provide customers with a true one-stop experience with integrated and intensive service delivery. This approach to situate the local Veteran Employment program (LVER) within USVAC has proven beneficial to the veteran population at large by offering convenient access to job, training and wrap-around service information.

- **Office of Planning and Economic Development (OPED)**



In July 2005, USDOL tasked the District with developing a comprehensive plan to address workforce and economic dislocations resulting from the closure or downsizing of military installations in the area. To that end, an interagency partnership was established between DOES and the Office of Planning and Economic Development to establish a framework for an effective workforce investment and development response to the anticipated dislocations. In this partnership, the Office of Planning and Economic Development provides technical leadership, project management, and procurement services to assist in the reuse planning related to the closure of the Walter Reed Army Medical Center.

- **DOES/CVS Pharmacy**

A trend-setting partnership between DOES and CVS Pharmacy provides pharmacy and photo lab technician apprenticeship training at no cost to the WIA system. This concept and attendant apprenticeship program has been recognized by USDOL and was awarded the 2004 National Business Partnership award for outstanding business services.

- ***Washington Post***

In an effort to increase the diversity of applicants using DOES for job searches and related resources, a strategic partnership was developed with [washingtonpost.com/jobs](http://washingtonpost.com/jobs). This partnership gives greater visibility to both entities and provides linkage to the agency's applicant pool.

- **Brookland Manor**

Ward 5 is representative of the District and its dual economies. The area is home to picturesque residential communities, as well as a number of the nation's renowned higher learning and health care institutions. However, the ward is also home to a sizeable underserved, under- and unemployed population. According to Labor Market Trends, nearly nine percent of the residents in Ward 5 were unemployed - the 3<sup>rd</sup> highest unemployment rate in the District. To address this issue, a strategic partnership was established with Brookland Manor, a 535-unit apartment complex located in Ward 5. This partnership is committed to increasing employment by focusing resources on hard-to-serve individuals by employing innovative solutions to increase job placement and retention.

- **All Faith Consortium (AFC)**

This partnership between DOES and AFC helps job-seeking customers with employment and training while providing comprehensive support services to eliminate employability barriers. AFC services include emergency cash assistance, food and clothing, housing assistance such as rental cash assistance, emergency shelter, housing counseling, as well as utility payments assistance. In addition, AFC provides screening and supplemental services for homeless veteran customers including training, transportation supplements, and legal assistance such as referrals to free legal clinics, pro-bono lawyers, credit counselors, and housing assistance.

- **Catholic Community Services**

As a partner of the One-Stop system, Catholic Community Services plays a critical role in preparing customers who fall below the literacy levels necessary to succeed in the District's workforce. Catholic Community Services currently provides adult

education services and GED preparation to customers of the Franklin Street and Naylor Road full-service One-Stop Career Centers.

Previously, the District's workforce investment programs and services depended largely on federal resources. However, the District's intensified focus on community development has led to a significant increase in local resources to targeted workforce development programs and services. Several adult and youth training initiatives were funded in the District's FY 2006 budget. These funds address workforce barriers currently restricting unemployed and underemployed District residents.

DOES also refined the agency's online training application system, which went live in the spring of 2006. The online training application allows the customer to apply for training remotely or at a One-Stop Career Center. From it, job seekers are able to make meaningful decisions regarding the type of training available, cost of training, reported performance, and choice of training venues. This process, coupled with up-to-date Labor Market Information (LMI), engages the customer in making an informed decision when planning for their employment future. Through the online training application, the agency is also able to indiscriminately make a pre-eligibility determination on customers who meet WIA criteria for training. Once these customers are pre-screened for eligibility, they are contacted by staff and scheduled for an appointment to undergo further assessment and eligibility determination. Additionally, this process provides the agency with a true date to begin tracking when the customer completes the initial training application thus accurately recording date of participation.

***F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State's economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)***

At the direction of the Mayor, DOES established a Small Business Development One-Stop satellite center located in its headquarters building which delivers service in partnership with the D.C. Minority Business Development Center (DCMBDC). Operated by the National Community Reinvestment Coalition (NCRC) and funded by a U.S. Department of Commerce grant, this partnership focuses on enhancing the performance and profitability of minority business enterprises. The program receives in-kind support from DOES. The partnership has produced an onsite, one-stop resource for entrepreneurship recruitment, seminars, business technology skills, incubation services, business networking events, and pro-bono counseling provided by DCMBDC partners.

An essential element supporting the District's economic development strategy is a creative menu of business tax incentives. Offering incentives to help new and existing businesses achieve their bottom line is a compelling enticement for business. These incentives include:

- **D.C. Revenue Bond Program (Tax-Exempt Bond Financing):** Provides for the issuance and sale of tax-exempt revenue bonds to finance, refinance, and reimburse costs to capital projects, including property acquisition, renovation, construction, and purchase of machinery and equipment.
- **Tax Increment Financing (TIF):** Provides for the issuance and sale of tax-exempt governmental revenue bonds to finance public infrastructure redevelopment within one

of more predetermined geographic areas on the basis of specific statutory eligibility criteria.

- **Downtown Tax Increment Financing Program:** The Downtown Tax Increment Financing Program is designed to attract new apparel, general merchandise, and home furnishing tenants to fill a portion of the 600,000 square feet of new and repositioned retail space within the downtown retail entertainment core. The legislation authorizing the program has been approved by the Council.
- **Supermarket Tax Exemption Act of 2000:** This legislation exempts the owner of a qualified supermarket in a priority development area from sales taxes on the purchase of building materials and equipment for construction or substantial rehabilitation of a qualified supermarket and exempts the qualified supermarket from the payment of license fees, personal property taxes, and real property taxes for 10 years.
- **Neighborhood Economic Development Investment:** The District's Neighborhood Economic Development Investment Amendment Act (NEDIAA) will provide a comprehensive set of development incentives to authorize the use of public funding for a variety of economic development efforts throughout the District, particularly in neighborhoods outside the downtown core. The program includes incentives such as Tax Increment Financing (TIF) bonds, Payment In Lieu of Taxes (PILOTs), Special Assessment Districts for the financing of bonds for public infrastructure projects, and economic benefits and tax credits for qualified businesses

#### **Hiring Incentive Programs (administered by DOES)**

- **Customized Training Program:** Employers are reimbursed for funds spent to train District residents as skilled employees.
- **Work Opportunity Tax Credit (WOTC) Program:** Encourages employers to hire targeted groups of job seekers by offering them a federal income tax credit. The WOTC can reduce an employer's federal tax liability by up to \$2,400 per new hire.

In addition to the list of tax and business incentives, the District is contributing to a commerce-friendly climate by enhancing the DCVOS system. New features include automated service for summer youth employment; expanding "spidering" from local online employment resources; expanding tracking that integrates spending and contract information; online training applications; automatic registration of UI claimants; an improved job matching service; incorporation of the apprenticeship program; and a generic application to allow locally-funded programs to be case managed and tracked. The Business Services Group is establishing an advisory committee that will bring together large and small employers to maintain open dialogue and discussion of human resource needs. Account Executives continue to cultivate partnerships with employers to meet workforce demands;

***G. How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)***

The District operates as a single service delivery area entity, applying reserved funds for DCWIC activities.

***H. Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)***

Like most cities and states, the District has an array of programs and resources dedicated to helping children and youth. A web of distinct programs are found in and outside the government, many of which are designed to intervene with children and youth experiencing or considered "at risk" for certain problems, such as juvenile crime, teen pregnancy, school dropout, and substance abuse. The District's continued challenge is how to integrate a variety of youth programs spanning several government agencies, and thereby eliminate waste and redundancy.

Members of the District's Youth Investment Council (DCYIC) work in conjunction with DOES to attain the goal of a truly integrated youth services network. The vision is of a private and public sector collaborative, under the auspices of the workforce investment system, which serves the needs of all youngsters, including those youth facing socioeconomic barriers to progress. The DOES Office of Youth Programs maintains a register of ongoing partners and continually forges new associations to meet the changing needs of the employment and educational sectors. One of the initiatives the DCYIC will undertake is the establishment of a private sector steering committee to focus exclusively on engaging private employers in the development of youth training programs that address the needs of business. Progress has been made with the creation of the DCPS Career Academies and the establishment of its Industry Council. However, the DCWIC and DOES must ensure that all training programs (local and federal) address the needs of the private sector. The goal will be to develop model employer-driven youth development programs.

In addition, DOES will work with the D. C. Chamber of Commerce to enhance its private sector summer jobs initiative. The Chamber will bring together private employers to develop a workforce preparation program for 300 youth. This initiative is an initial step toward creating a more demand-driven youth workforce system and increasing overall private involvement.

As a part of a grant provided by the U.S. Department of Justice, DOES and the Department of Youth Rehabilitation Services (DYRS) piloted the Substance Abuse Violent Offender Intervention (SAVOI) Program. SAVOI was established to create a wrap-around service delivery system for adjudicated youth (14-21) in a re-entry program designed to mirror services provided in the District's WIA-funded year-round, in- and out-of-school programs. However, due to a variety of barriers, the effort was not as successful as anticipated. There were several factors that diminished the effectiveness of this employment and training initiative. Many participants were extremely low-skilled and required additional services that were beyond the scope of the program. Findings from informal surveys indicated that SAVOI participants were ill-prepared for the rigors of the academic and occupational requirements of the in-school and out-of school programs in which they were enrolled. To ensure that future initiatives will be more effective, program adjustments must be made. There must be a firm commitment from all partners to create and provide supportive services for this population.

***I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)***

The Mayor is kept apprised of events and issues through an executive steering committee and regular input from various business advisory panels. Issues with the potential to compromise District laws, policies, or regulations and justifications for modification are brought to the Mayor and City Council for deliberation.

DOES maintains a legislative policy and analysis office that makes recommendations to the Mayor on workforce-related proposals and tracks local and federal bills as they travel through the legislative process.

***J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to § 189(i) and §192.***

In PY 2005 and PY 2006, the District received approval of the following strategic waivers to improve services to its employers and job seekers:

- **Performance Measures to Common Measures:** Allows the replacement of the 17 measures (15 core and 2 customer satisfaction) with the six Common Measures delineated in TEGL 17-05.
- **Extension of Initial Eligibility of Training Providers:** Extends the period of time for certifying and recertifying training providers;
- **Workforce Investment Act Transfer Authority:** Transfers up to 100% of a program year allocation for adult funds and up to 100% of a program year allocation for dislocated worker funds between the two funding streams; and

In PY 2007, the District submitted a waiver request to transfer funds from the dislocated worker funds to adult funds.

In PY 2008, the District is submitting a waiver request to use adult and dislocated formula allocation funds to support incumbent worker training programs.

Waivers will be presented to the DCWIC for review and comment. Once approved, the waiver will be posted for public comment for thirty days. All comments will be reviewed, as needed, and presented for final approval.

***VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)***

***A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)***

In the District's initial WIA plan, DOES outlined its overarching policy, which is the "no wrong door" policy espoused by USDOL for WIA supported programs. This approach has helped us to make great strides toward full service integration at One-Stop facilities and in our information system. DCVOS is central in the move to integrated workforce service delivery. The following program services can be accessed through the system: WIA, Wagner-Peyser, Transitional Employment Program (TEP), and unemployment insurance (UI).

DCVOS is also the central repository for all data collection, case management, performance management, consumer reporting, information management, and other reporting. The database is updated daily so that managers and staff can produce customized and ad hoc reports to meet federal or local requirements. DOES uses the system's capabilities to develop a comprehensive reporting framework for all programs. WRIS and FEDES data are also filtered through DCVOS for federal reporting requirements to ensure the accuracy of employment data.

Over the last two years, the department performed several major upgrades of the DCVOS system, including several important enhancements that contribute to integrated service delivery and enhanced performance management:

- Scan Cards that automatically capture and record services such as orientations, workshops, attendance at ERP reviews, reemployment and profiling visits, use of resource area, and other activities.
- An expanded job "spidering" function that brings job opening information to the DCVOS user from local online resources, including employer web sites, newspapers, and major commercial job boards. In any given quarter, DCVOS presents job seekers with an average of 300,000 local job openings.
- An expanded tracking system that reports costs of programs and support services and allows DOES to capture and report funds spent on each individual in training.
- An online training application that allows individuals to provide extensive personal information to determine eligibility for training. Applicants also have access to information on training courses and training providers.
- Automatic registration of all UI claimants, which increases the claimants' ability to conduct job searches.
- An improved matching process for job seekers and employers. This improved function also facilitates the generation of automated follow-up email messages for referrals.
- Incorporation of the apprenticeship program into DCVOS from a stand-alone system.
- A generic application allowing all locally-funded programs to be case managed and tracked.
- A fully-automated Summer Youth Employment Program payroll system. This function is now completed in a secure client/server environment. Time and attendance and payroll records are processed on DOES-developed software.

DOES completed the development of a DCVOS/DOCS interface more than three years ago. DOCS is the District's mainframe unemployment compensation system. The interface provided UI claimants with the option of filing claims over the Internet. Moreover, UI claimants are automatically registered in DCVOS and are encouraged to perform job searches using this system. The system also maintains Form 1099 information and hearing schedules online. Important UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews, and Claim Exhaustion are to be imported in the near future so that the customer service history will be included in DCVOS. This will enable Case Managers from multiple program areas to review the array of services and avoid duplication of effort.

In addition, the daily file from UI to DCVOS contains an O\*NET (Occupational Information Network ) coded. O\*NET is a database of occupational requirements and worker attributes. It describes occupations in terms of the skills and knowledge required, how the work is performed, and typical work settings. It can be used by businesses, educators, job seekers, human resources professionals, and the publicly funded Workforce Investment System. The code is assigned through the use of the Autocoder where the title an individual provides for the job is matched against a database of titles and the most appropriate O\*NET code is attached to the record. The O\*NET code supports additional automated processes for job and skills matching. All claimants are provided a list of appropriate job leads when their claim is filed.

Emphasis has been placed on encouraging customers to use the system for employment. DOES increased the number of job openings available through DCVOS. Included are jobs entered by employers, jobs recorded by staff, and jobs listed in the Washington Post. DCVOS also collects job listings from HotJobs and Career Builder. The jobs listed from these sites are refreshed several times a week. In 2005, DCVOS began a "job spider" which automatically captured jobs listed on major internet job sites and company web sites. Conservatively, the "job spider" will add 20,000 new jobs to DCVOS.

Training activities and funds can be tracked through DCVOS. In 2006, DOES implemented an online training application that allows job seekers to submit requests for training. The online application presents them with a series of questions to determine the type of training desired that is aligned with the high-demand occupations for the region.

DCVOS has also added scan cards so that orientations, workshops, attendance at ERP reviews, reemployment and profiling visits, use of resource area, and other activities are automatically recorded in DCVOS, increasing the accuracy, timeliness, and cost efficiency of services rendered and recorded.

Finally, WIA and Wagner-Peyser reports are generated using DCVOS. Future plans to support data validation include imaging required documentation.

The District and contract staff that oversees DCVOS has been unfailing in its attention to the maintenance and security of the system. The District has dedicated considerable resources to this effort and, because it is inclusive of all programs, the system data presents the most accurate portrayal of services.

***B. What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal***

***agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)***

The District's workforce investment system is governed under a variety of local laws, regulations, executive orders and internal policies that mandate cost containment and effective customer service. Efficiency measures at One-Stop centers, such as co-locations and center consolidations, stem from USDOL and WIA guidance.

The DOES "One Stop Career System Operating Policies" manual provides further direction and instruction regarding the effective and cost-efficient use of resources, including the co-location of service and service providers at centers. Section 2 ("Guiding Principles") states: "programs and providers will co-locate, coordinate and integrate activities and information, so that the system is coherent and accessible for individuals and businesses, alike." Section 6 ("One-Stop Partners") states that one stop partnerships are to be established through MOU and that all partners will "promote the further integration of programs through participation in joint planning at the local/state and regional levels." The section also requires partners to "coordinate resources and programs to the maximum extent possible for a more streamlined and efficient workforce development system."

With the above goals in mind, the District's workforce development system has evolved from five formerly "stovepipe" systems to an integrated network of electronic and staff-assisted services. The rapid development of DCVOS permits the District to offer a full range of One-Stop services to employers, individuals, providers, and staff over the Internet. Because more customers are engaging in self-directed services, One-Stop Career Centers are now able to utilize cross-trained staff to deliver multiple services and not be bound by program designations. All of this has benefited the system by eliminating duplication, reducing operational costs, and freeing-up resources for job training.

Over the life of the initial plan, as many as 13 One-Stop Career Centers were strategically located throughout the District. However, DCVOS enabled the District to consolidate centers and adjust services in others. Currently, the District has two, full-service centers (Franklin Street One-Stop Career Center and Naylor Road One-Stop Career Center), four satellite centers (South Capitol Street One-Stop Career Center/CVS pharmacy, A. Phillip Randolph Worker Center, and Euclid Street Satellite One-Stop Career Center), six affiliate centers (U.S. Veterans Assistance Center, [Downtown] Business Resource Center; D.C. Village; Anacostia Business Resource Center East, and Anacostia Business Resource Center West) and a Mobile One-Stop van.

Affiliate centers such as the Veteran's Center operate at no-cost or nominal cost to the WIA system. The District will continue to efficiently utilize federal and local resources to meet the needs of its customers.

Irrespective of improvements, customers continued to view District One-Stop Career Centers as "unemployment offices," while unemployed professionals did not perceive them to be a valuable resource. In collaboration with the DCWIC, DOES transformed its Job Services Offices into the Office of Employer Services (OES) in 2002. The new OES mission required it to work within the One-Stop system to maintain an effective link with employers, to address their current and future workforce needs, and to provide a broad menu of services. OES developed strategic goals and a program designed to provide strategic technical assistance and high quality customer service to employers.



Another critical component of the District's comprehensive workforce strategy is staff development. The department offers a variety of ongoing, skills-based classroom instruction, as well as hands-on practical training, including ongoing instruction in the DCVOS system, the Case Managers Institute, an in-house school for One-Stop Career Center frontline staff, National Workforce Professional Tier 1 training, a web-based career development professional certification program, as well as a wide range of general training modules in essential subjects. More than 95% of frontline staff receive at least eight hours of online or classroom training per year.

***C. What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)***

Universal access is the cornerstone of One-Stop service delivery. The District has adopted this concept as a fundamental guiding principle of the city's workforce system, as outlined in Section 2 ("Guiding Principles") of the "One Stop Career System Operating Policies" manual. This section of the manual provides that "all customers of any One-Stop Career Center, whether in need or not of services, have access to information about jobs, career management and planning, financial aid, employment and labor market trends." It further states that the principle applies to employers, and that employers are entitled to a single point of contact for information and assistance.

To reach customers in underserved communities, DOES has opened three, new One-Stop Career Center affiliates in the community. These include the Anacostia Waterfront Business Resource Center (East) and the Anacostia Waterfront Business Resource Center (West). DOES has also established a satellite facility at D.C. Village which houses homeless citizens. "East of the River" residents now have a more convenient and accessible access to business, education, and employment opportunities. The One-Stop Mobile Career Center van continues to carry out our commitment to consistency of service and access for all citizens.

The workforce system also is advancing services to the disabled. The Disability Program Navigator (DPN) provides onsite staff that function as Disability Resource Specialists in One-Stop Career Centers. Most centers are handicapped-accessible, while all centers offer communications equipment for the hearing and sight-impaired, including TTY, closed-captioning, and enhanced computer screens.

DCVOS offers translations in English and Spanish, and has several other interfaces for persons with disabilities. The department also has access to "Language Line" interpretation services, providing assistance with 140 languages, including signing.

Future priorities for accessibility include:

- Develop standards for culturally and linguistically appropriate services at the One-Stop Career Centers, including disability access;
- Develop an assessment tool to monitor and measure the effectiveness of the implementation of standards;
- Establish and sustain alliances with community-based organizations in the Latino, Asian and Pacific Islander, disability, and other communities to increase their

involvement as partners in the workforce investment system and help customers make the transition into the One-Stop system, and

- Continue outreach and marketing to the communities to raise awareness of services available to limited-English proficient communities and persons with disabilities.

To ensure consistency in service throughout the District's network of One-Stop Career Centers, DOES developed and periodically updates a "One-Stop Career Center System Operating Policies" manual for staff. This manual serves as a framework for the standardization of center operations.

Finally, an evaluation of the department's performance prompted the creation of the DOES Case Management Institute (CMI), the first in-house school for One-Stop Career Center Case Managers. CMI was created to standardize best practices in case management for all staff who are responsible for providing employment-related services to customers.

***D. What policies support a demand-driven approach, as described in Part I. "Demand-driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)***

In a demand-driven system, local and federal agencies join with individuals and community organizations to effectively assist businesses and the workforce adapt to the challenges of the 21<sup>st</sup> century marketplace. The District is proud of its many public/private partnerships and the strides made in this direction, and we fully expect these efforts to expand and strengthen as we explore opportunities and tackle future challenges.

The first step taken by the DCWIC to create a demand-driven workforce investment system began in July 2001, when the DCWIC was awarded a USDOL Sector Initiative Planning Grant. Although this planning grant was relatively small (\$75,000), the resources were dedicated to identifying high-growth industry sectors and, more important, researching the employment and training characteristics and requirements of those high-growth industries. This information provided the DCWIC with more specific information to begin to guide and direct the investment of resources.

Over the past five years, the District has embraced the demand-driven concept by recognizing business as a primary customer. This policy has been articulated in is to deliver a workforce that meets the productivity demands of employers which, in turn, helps those businesses expand and thrive. Initiatives include:

- Industry-specific education
- Enhanced literacy
- Customized skills training
- Apprenticeships
- Technology training
- Partnerships with higher learning institutions
- Career ladder and career academy programs

In 2004, we learned much about the high growth, high demand workforce environment through a mentorship with the Utah Department of Workforce Services (DWS). As a participant in

USDOL's National Business Learning Partnership initiative, DOES' objectives included: developing and enhancing our business services model, making One-Stop system improvements in support of services to business, building the capacity of business service staff, and improving economic development linkages and partnerships.

During the 12-month partnership, DOES reviewed and adopted many of the DWS methods for soliciting and utilizing feedback from employers to improve service delivery to business. DOES continues to meet with targeted employer groups, such as healthcare and hospitality. In addition, agency Labor Market Information (LMI) publications will reflect lessons learned and offer more user friendly formats for employers and job seekers. Utah's LMI Director assisted DOES in designing a plan to deliver LMI training to One-Stop and business services staff. To that end, the department will begin training selected staff to use labor market data more effectively while ensuring it is more widely available department-wide.

The DCWIC will continue to develop partnerships with public, private, and non-profit entities and organizations to enhance the development and effectiveness of the District's workforce investment system. Implementation will be accomplished in consultation with the Mayor and the economic development community to ensure an ongoing coordination of ideas and activities in the District's demand-driven environment.

***E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv)).***

The Office of Apprenticeship (OA) makes full use of the One-Stop Career Centers by hosting multiple apprenticeship events, which include union and non-union apprenticeship sponsors being onsite to interview and hire qualified residents for available apprenticeship opportunities.

The department rotates a fulltime apprenticeship representative through the system's two full service centers. The representative provides information to customers on the apprenticeship system and coordinates referrals to available apprenticeship opportunities. In addition, the DCVOS provides customers with a direct link to the apprenticeship website that provides an overview of the training system, including the various types of apprentice-eligible occupations. DCVOS also has a direct link to the U.S. Department of Labor's Apprenticeship web site that provides additional information. OA staff and other DOES staff work collaboratively to bring workforce development services to the community at civic events and job fairs.

The apprenticeship office continues to expand and promote apprenticeship as a beneficial career development route for District residents, particularly young people. The office has formed hundreds of partnerships since 2005 with union and non-union sponsors and has helped these employers host a number of Apprenticeship Recruitment Fairs. The fairs, many of which are held at the Naylor Road One-Stop Career Center, were trade-specific to occupations, such as plumber, carpenter, sheet metal worker, electrician, and bricklayer.

In 2006, the OA worked with the Office of Youth Programs and the Washington, D.C. Building and Construction Trades Council to enroll 15 District youth in a six-week apprenticeship awareness program. The youth were exposed to several construction trade areas and visited apprenticeship training facilities. Along with classroom instruction, youths received rudimentary, hands-on lessons on handling tools and equipment.

Also, during this period, the OA coordinated 14 apprenticeship promotional sessions at four District high schools with union and non-union apprenticeship sponsors participating.

**VII. *Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121).***

**A. *What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)***

In 2004, the DCWIC initiated a “Malcolm Baldrige-based” review of the District’s two full-service One-Stop Career Centers. The process was conducted over several months and included onsite reviews and a series of face-to-face meetings between One-Stop staff, managers, and system administrators and reviewers from the D.C. Chamber of Commerce. The review concluded with the DCWIC certifying both centers for a two-year period. As part of its effort to maintain certification standards, DOES conducted a comprehensive site review in 2005 of the two, full-service One-Stop Career Centers. The committee found the centers to be in compliance with the certifications issued by the DCWIC in 2004.

The DOES “One-Stop Career System Operating Policies” manual serves as a tool for the standardization of service delivery in accordance with WIA policies. Copies of the manual are available to staff on the [www.DCNetworks.org](http://www.DCNetworks.org) site. In addition, the department procured the services of Charter Oak Consultants to translate workforce development policies for exiting and contact procedures into a standardized and measurable case management activity. Implementation of these performance measures prompted the development of the DOES Case Management Institute (CMI), the first in-house school for One-Stop Career Center Case Managers. The CMI was created to standardize best practices in case management for all staff who are responsible for providing employment-related services to customers. The ultimate goal is to better link workforce development policies with consistently effective case management applications. The CMI continues to carry out its mandate of providing staff development and training to the one-stop case management team.

**B. *What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)***

The District’s One-Stop system has instituted policies to partner with employers using the One-Stop system as the primary deliverer of business services. We employ a common set of policies to be used at all centers for intake, case management, and job development and placement to provide a reliable, consistent, and efficient level of service among the various centers.

It is our policy to analyze employer responses gathered from customer satisfaction surveys and feedback from job and community fairs and respond by adjusting or refining the quality of our services. DOES conducted a series of employer forums which improved the quality of information we received from employers. As a result of these forums, DOES implemented the Business Services Group which gives employers a single point of contact for their needs across all agency programs.

The Workforce Development Bureau issues policy guidelines to One-Stop Career Center staff that define procedures for integration of UI, Wagner-Peyser, and WIA programs for business and individual customers. These guidelines emphasize the elimination of artificial or bureaucratic barriers that affect the public perception of workforce services and often discourage the business customer.

Another key policy is the cross-training of all staff responsible for the delivery of services. In practice, this results in staff knowledgeable about WIA, Wagner-Peyser, and UI. Each of these major programs has a business service component. DOES staff is trained to quickly retrieve and deliver accurate information, using queries on DCVOS or policy procedures and manuals.

In its initial WIA Plan, the District set forth its goal to integrate all of its USDOL-funded programs. DCVOS is the District's central repository for all data collection, case management, integrated service delivery, performance management, consumer reporting, information management, and reporting for all WIA and Wagner-Peyser programs, including Veterans. Other programs such as the Senior Community Service Employment Program, Project Empowerment/TEP, UI, and local programs are interfaced to DCVOS. DCVOS is a web-based system used by all District One-Stop Career Centers, customers, providers, employers, partners, managers, and staff.

***C. What actions has the State take to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)***

Reviewing system costs is an ongoing part of operating the One-Stop system. Today, five major stovepipe programs are integrated into a single service delivery system. This change eliminated duplicative functions, reduced operational costs, and allowed the workforce development system to reallocate resources.

Technology has been a major factor in improving the way the District does business. One area of enhanced automation is unemployment compensation service. All UI claimant information is now available to employers and One-Stop Career Center staff through DCVOS. When a claimant files for UI benefits this information is transferred to the electronic system, which automatically creates a DCVOS registration and a Wagner- Peyser application. Once the application is created, the information is accessible to all staff. At the receipt of the first benefit payment, claimants are notified that they have been registered in DCVOS for job search, resume preparation, and labor market information. This enhancement has allowed DOES to utilize existing staff and resources more efficiently.

***D. How does the State use the funds reserved for Statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)***

Statewide funds are used principally to support DCWIC operations. Local funding also has been used to help maintain and modify DCVOS. In recent years, statewide funds have been used to support DCWIC staff and cover costs associated with DCWIC productions and activities such as the State of the Workforce Report, the Supplemental Employer Survey, the Resource Mapping Initiative, and the One-Stop Credential Process. Statewide funds also

supported the necessary programming to place results of the Supplemental Employer Survey on DCVOS.

***E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)***

DOES continues to concentrate on efficiency and cost-saving through the integration of functions such as finance, administration, personnel, procurement, technology, public affairs, case management, workforce information, and staff development. Since most of the key workforce resources are under Mayor Fenty's authority, the department is able to maximize resources and avoid duplication of efforts.

The DCWIC also has established assurances of quality, integrated service delivery by establishing minimum threshold requirements for the certification of the District's full-service One-Stop Career Centers. These requirements provide the baseline for effective operations. Every two years, the DCWIC initiates the certification process. The most recent certification process occurred in 2006.

***VIII. Administration and Oversight of Local Workforce Investment System***

***A. Local Area Designations***

- 1. Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§§112(b)(5).)***

The District was designated as a single service delivery area under JTPA. The Mayor sustained the designation of the District as a local area for the purposes of WIA. This designation will not change during this two-year cycle.

- 2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)***

Under the JTPA Sec. 101 (a)(1), the Mayor designated the District of Columbia as a single service delivery area after receiving a proposal from the Private Industry Council, which served as the State Job Training Coordinating Council.

In making a determination as to whether the District would retain its designation, the Mayor consulted with the DCWIC, which is the current state and local board for the District. The District remained a single service delivery area at the recommendation of the DCWIC and subsequent approval of the Mayor.

**3. *Describe the appeals process used by the State to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5).***

There have been no appeals of the area designation and none are anticipated.

***B. Local Workforce Investment Boards -- Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)***

Because the District operates as a single service delivery area under WIA, the DCWIC serves as the state and local workforce investment board. Local board members representing the public sector are appointed by the Mayor, except those serving on the City Council. Board members representing the private sector are nominated by the D.C. Chamber of Commerce or other private sector associations, and the DCWIC presents them to the Mayor for approval. All appointed or approved representatives meet the membership requirements defined in Section 117(b) of the WIA Act.

***C. How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)***

The Mayor has called for a restructuring and strengthening of the capacity of the DCWIC. The revamped DCWIC must work with the city, service providers, and the private sector to create and oversee an effective Comprehensive Workforce Development Strategy that will increase District residents' skills, work readiness, and access to the labor market. The DCWIC will work with city agencies to better align publicly-funded programs toward the goals outlined in the citywide strategic workforce plan. The council also is called to develop an inventory of the various federally and locally-funded programs, including funding restrictions and required performance measures, in order to set a baseline of service capacity and identify service gaps.

***D. Local Planning Process -- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:***

- 1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?***
- 2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?***

The District is a single service delivery area. As such, the DCWIC serves as the state and local workforce investment board. Further, One-Stop policies related to DOES and duties of the DCWIC are referred to the DCWIC and the Mayor respectively.

To build the capacity of the DCWIC to develop and manage a high performing workforce investment system, the Mayor designated the DOES as the District's One-Stop Administrator. All strategic planning guidance is developed by DOES in conjunction with the DCWIC. All draft and final copies are submitted to the DCWIC and subsequently to the Mayor for final approval.

***E. Regional Planning (§§112(b)(2), 116(c).)***

- 1. Describe any intra-State or inter-State regions and their corresponding performance measures.***
- 2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.***
- 3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.***

As a single workforce delivery area, the District negotiates one set of performance measures.

***F. Allocation Formulas (112(b)(12).)***

- 1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).***

The District is a single workforce delivery area and will not use a local distribution formula. The District will use the 30% discretionary funds to provide core, intensive, and training services for Adult, Youth, and Dislocated Worker customers. The funds will be allocated using the formula outlined by the WIA Act, except the formula will not be adjusted to account for unexpected or unplanned variances. A cost allocation plan developed by DOES will address staff expenditures. Costs will be allocated according to the District's standard budget and fiscal policies and procedures.

- 2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.***

Because the District is a single service area, a local distribution formula is not required.

- 3. Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).***

The District's allocation formula for dislocated worker funds is as follows:

15% of the funds are reserved by the Mayor for statewide activities including:

- Administration of statewide activities;
- Augmentation and development of established and new programs targeted to the District's enterprise community;
- Maintenance of the District's list of eligible training providers;
- Evaluation of services provided through the One-Stop Career Centers;
- Technical assistance to One-Stop Career Centers that fail to meet performance measures;
- Development and operation of the One-Stop Career Center system;
- Operation of the fiscal and management accountability system;
- Provision of capacity building and technical assistance services to one-stop operators,



- partners, and eligible training providers;
- Implementation of innovative training programs for incumbent workers, displaced homemakers, and nontraditional customers;
- Identification of eligible training providers.

The District reserves 25% of its dislocated worker funding for Rapid Response activities.

***4. Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.***

The District is a single service delivery area. As such, the Mayor is the direct recipient of funding from the Department of Labor. The Mayor designated DOES to be the administrative authority for implementing WIA. The funds distribution closely aligns to the state allocations standards outlined in WIA. DOES reviews the budget monthly to ensure that all fund obligations and expenditures are met. All recommendations to request waivers for the transfer of funds between adult and dislocated worker programs are presented to the DCWIC at monthly board meetings. If the recommendations for waivers are approved by the DCWIC, DOES submits the request to USDOL.

***G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)***

***1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities***

The District Individual Training Account (ITA) system is a collaborative process between three organizations: the Office of Contracts and Procurement, which is mandated under District law to procure all goods and services for District government; the DCWIC which, under WIA, is mandated to develop, approve, and oversee the WIA-eligible training provider system, and DOES which, as the District's administrative entity, is responsible for operating the ITA system.

Prior to implementation of the District's Workforce Investment Act Title I Five-Year Strategic Plan, a process was developed for administering the District's ITA system. The District's ITA system is commonly referred to as the Blanket Purchase Agreement (BPA) process. To secure services without the commitment of funds, training vendors initially are provided a BPA which outlines the terms by which funds will be committed. Vendors must later complete an application, which is reviewed by the Office of Contracts and Procurement and the DCWIC for compliance. If approved, the training vendor is placed on the WIA approved training vendors list. However, placement on the WIA approved training vendor list does not guarantee that a vendor will receive referrals of WIA-eligible students. The system is based on informed customer choice. Once a WIA-eligible student selects an approved training vendor, One-Stop staff makes the referral. Training funds are committed only after the approved training vendor enrolls an approved WIA-eligible student. The performance of all approved training vendors is tracked through DCVOS. DCVOS also supports the District's Consumer Reporting System, which provides a list of all approved WIA training vendors and provides their performance information.

Placement on the In-Demand Occupation Training Provider List and receipt of a BPA does not guarantee referrals. Students have the right to choose enrollment at any training facility on the list, regardless of initial point of contact. The list is updated quarterly to include new providers as they are approved.

***2. Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.***

In May 2007, DOES hosted the first in a series of Vendor Roundtables, where service providers are provided a forum for networking, discussing issues, making observations and recommendations, and collaborating with the District in devising solutions to benefit the city's emerging and aspiring workforce. Participation in this first forum was enthusiastic and yielded many valuable insights into what is working well in the District's workforce system and those areas in need of attention. Future roundtables will evolve to include task groups to examine specific issues and responsibility for tracking progress on adopted initiatives.

The District regularly solicits recommendations regarding the development of overall policies and procedures through its inclusive and broad-based DCWIC membership which consists of training providers and interested members of the public, including representatives of business and local organizations. Obviously, policies and procedures grounded in District law are not subject to change. Moreover, DCWIC meetings are public meetings and citizens, including employers who are not members of the DCWIC, can comment and make recommendations.

The District posts notices in the *Washington Post* and other local papers requesting comment on workforce investment issues. In addition, notices are posted electronically on the DOES website.

***3. How will the State maintain the State's eligible training provider list?***

The District has developed an application to be used by service providers interested in becoming part of the individual training account system. The completed applications are submitted to the DCWIC. The information provided is documented on a list of providers with required cost and performance information. Upon receipt of the list, DOES reviews the applications and makes an eligibility determination within 30 days. Eligibility is based on required performance levels set by the DCWIC in compliance with WIA requirements. Over the past seven years, the number of listed training providers has more than doubled, with additional applications submitted to the DCWIC on an ongoing basis. Modifications to the provider information are updated on an ongoing basis. Once approved, the provider's courses are placed on DCVOS and are accessible via the Consumer Reporting module.

***4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.***

The DOES Office of Contract Management (OCM) conducts monthly performance reviews of active training providers utilizing information entered into the DCVOS. The performance data

is compared to the providers' planned performance to determine their status. Low performance data is a signal to OCM to issue a request for a corrective action plan. In addition to monthly reviews, OCM also conducts quarterly onsite monitoring visits and provides technical assistance as needed. Eligible training providers who continue to fall below the required performance levels are removed from the District ITA list. Providers who choose to appeal their denial of eligibility can:

- Submit a written request for a hearing to the DCWIC. This hearing is conducted by the DCWIC and takes place within 30 days of receipt of the request by the DCWIC.
- The hearing includes an explanation as to why the eligibility was terminated by the DCWIC and an appeal by the training provider citing why the decision should be reversed or a compromise established. Within 10 days of the hearing a final judgment is given and includes the length of time the provider must remain ineligible, if any, and conditions that justify reestablishing eligibility.

***5. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)***

Grants and contracts awarded under Title I of WIA will follow the District's contracting procedures as issued by the District's Office of Contracts and Procurement (OCP). The procedures are available for inspection in the Office of the Chief Contracting Officer. The selection of service providers for contracts and grants is on a competitive basis to the extent practicable. All solicitations shall:

- Include a clear and accurate description of the technical requirements for the material, product, or service to be procured;
- Identify all requirements which offerors must fulfill and all other factors to be used in evaluating proposals; and
- Ensure that all pre-qualified lists of persons, firms, or other organizations which are used in acquiring goods and services are current and include sufficient numbers of qualified sources to ensure maximum open and free competition. The award shall go to the responsible offeror whose proposal is most advantageous to the program with price, technical, and other factors considered. Such determinations shall be in writing and take into consideration whether the organization has:
  - o Adequate financial resources or the ability to obtain them;
  - o Ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
  - o A satisfactory record of past performance;
  - o A satisfactory record of integrity, business ethics, and fiscal accountability;
  - o The necessary organization, experience, accounting and operational controls; and
  - o The technical skills to perform the work.

Once a Request for Proposal (RFP) is issued, advertisements are placed in the local

newspapers, and a notice is also placed on the District's electronic bulletin board.

**6. *Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)***

DOES develops and issues an RFP for service providers who provide skills training and placement assistance for youth. RFPs are publicized for a minimum of thirty days, advertised in local newspapers, and mailed to all potential service providers on the District's mailing list. An evaluation team is formed to assess proposals giving weight to each of the RFP's requirements.

A major role of the District's DCYIC is to advise members of the DCWIC and DOES officials on youth activities and appropriate funding levels to support the youth development system.

Upon request, DCYIC reviews proposals and makes recommendations. At the top of their list is the elimination of "cookie-cutter" programs that fail to address hard-to-serve populations. Emphasis is placed on programs that offer comprehensive approaches to serving out-of-school youth, foster youth, youth offenders, children of incarcerated parents, homeless youth, and youth with disabilities. The DCYIC also looks for providers that demonstrate established linkages with support service agencies, business networks, academic institutions, and faith and community-based organizations who fully engage this at-risk population.

The District has established minimum eligibility requirements. To be considered, training providers must:

- Be licensed;
- Indicate if the business appears on the state or federal debarment list;
- Meet the definition of a commercially available, off-the-shelf training package;
- Possess general liability insurance;
- Be accessible to persons with disabilities;
- Offer training opportunities in high-demand occupations;
- Allow youth to complete training within twelve consecutive calendar months;
- Be located within commuting distance using public transportation;
- Have a verifiable placement rate of at least 70%;
- Be competitively priced;
- Ensure the average wage at placement is at least twice the total cost of training, and
- Possess employer references and provide an employer list.

**H. *One-Stop Policies (§112(D) (14).)***

**1. *Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)***

Program integration is not a new concept for the District. Several One-Stop partners have been located onsite for a number of years and are generally treated as part of the larger operational unit. These individuals regularly participate in discussions, staff meetings and joint decision-making regarding customers. In fact, the customer is often unaware of the distinction between

DOES and Department of Human Services employees, which indicates the agencies have been success in providing seamless service delivery. DOES also maintains regular contact and consultations with offsite partners through teleconferencing, correspondence, email and site meetings.

In addition, the District cross-trained staff members and eliminated the chasm between WIA, ES, and UI several years ago. The District uses a time distribution model to apportion costs. The services of the required and optional partners are coordinated and made available through the One-Stop Career Centers. Many of the services can also be accessed online through DCVOS. This integration avoids duplication of core services.

The District has already integrated and coordinated Wagner-Peyser services in the DCVOS system. DCVOS will control the enrollment processes and allow all staff to see services. We anticipate the following:

- There will be a number of Wagner-Peyser participation records in the individual record over time, as there is one for each registration year;
- The District will establish an automated process to set up the records for quarterly reports;
- Self-directed job searches will be recorded;
- DOES will decide if self-registrants become Wagner-Peyser participants;
- Unemployment claimants will automatically be registered for Wagner-Peyser services;
- Exits will be programmed automatically if there are no services for 90 days;
- Staff or partners (in development) will be able to record partner services;
- All Case Managers will share case management files.

***2. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.***

The District is a single service delivery area. As such, it has no local areas. However, DOES has implemented the following performance management tools to identify and improve areas of needs within its One-Stop delivery system.

- **Monthly Reporting** – This is an internal performance tracking system where staff from all District One-Stops gather on a monthly basis to discuss issues and progress and determine if centers are meeting annual performance goals. The meetings highlight areas of continuous improvement and identify workforce system weaknesses.
- **Case Management Institute (CMI)** – The CMI was developed to standardize best practices in case management for all staff who are responsible for providing employment-related services to customers. Under this program, center managers attend bi-monthly training sessions on a variety of workforce development activities, including Virtual One Stop, customer service standards and practices, performance innovations, and departmental policies and procedures. The ultimate goal is to continually increase and/or adjust service delivery to customers by providing staff with an ongoing regimen of education and training in the latest and best case management applications.

- **Quality Assurance (QA) Team** – The QAT team continuously monitors overall performance through system-generated reports. These reports measure case management productivity.
- **Customer Satisfaction Reports (CSR)** – CSRs are used to monitor services delivered to One-Stop Career Center customers. The individual results are reviewed and appropriate recommendations are made to provide continuous improvement of services.
- **Technical Performance Team (TPT)** – This diverse team consists of program and performance staff, system administrators, contract project leaders, and senior managers who identify areas where technical and administrative assistance is needed. This team meets weekly.

With the findings and recommendations from these assessment tools, the agency authorizes the necessary technical assistance to improve or expand DOES operations. Such assistance might consist of staff development activities, “train the trainer” workshops; information technology enhancements; agency restructuring and personnel realignments, and programmatic changes.

***3. Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.***

The only District mandate is that UI services must be provided in the full-service centers. However, through the Transitional Employment Program (formerly Project Empowerment), the District has expanded its provision of core, intensive, job training, and case management services to TANF recipients. This ongoing partnership between DOES and the D.C. Department of Human Services (DHS) typifies the level of service integration mandated by Mayor Fenty.

To facilitate case management, monitoring, and reporting, a detailed DCVOS module was developed. This module allows DOES to report performance to DHS (in TANF terms), as well as report outcomes for WIA and/or Wagner-Peyser reporting. This effort strengthens the District’s ability to assist this targeted population achieve self-sufficiency.

***I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State’s vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)***

Monitoring and oversight of One-Stop Career Center operations are ongoing processes to improve customer service. DOES, in collaboration with the DCWIC, has established a comprehensive customer satisfaction measurement system that employs a number of strategies, including mystery shopping, employer and job seeker satisfaction surveys, and performance measurements to ensure that the workforce system is achieving the Mayor’s vision.

The primary objective is to ensure that all One-Stop customers are being serviced, and that services are rendered in an adequate, appropriate and consistent manner. To assess efficiency levels, DOES takes the District’s yearly WIA performance goals and applies them across the different service centers. Each center is given a benchmark of customers to serve, according to the needs of the immediate population and capacity of the center (i.e., full service versus

satellite center). Individual staff members are also expected to carry a certain customer caseload (determined by employee grade), and to satisfactorily resolve a sufficient number of cases. Staff monitoring activities include reviewing DC VOS entries, and particularly the case notes, which provide a good indication of the level of service provided to a customer. In addition, managers' weekly reports are reviewed by senior management to determine employee performance and productivity.

Some of the actions taken as a result of monitoring and customer feedback include:

- Production of One-Stop Orientation videos in Spanish and English;
- Development of a Customer Contract detailing customer and staff responsibilities;
- Redeployment of bilingual staff;
- Placement of increased signage in the front of full service One-Stop Career Centers;
- GED and literacy training in the full service One-Stop Career Centers;
- Redirection of general One-Stop telephone inquiries to a central call center;
- Reassessment of the ITA process to reduce processing time.

The DOES and the DCWIC periodically review operations and customer feedback to determine when adjustments are needed to meet the increasing demands of employers and job seekers. For example, the District will reinstitute its "mystery shopper" program at District One-Stop Career Centers in the 2008 program year. Under this program, designated shoppers will go into any city One-Stop center and observe how customers are being serviced. Additional enhancements may include performance indicators to determine success at meeting self-sufficiency benchmarks, customer wage progress, and customized training.

***J. Grievance Procedures. Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)***

Formal Grievance Procedures have been developed for participants and other affected parties. (See Attachment C).

***K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112(b)(2),):***

***1. State guidelines for the selection of One-Stop providers by local boards;***

The DC WIC is authorized by local law (District of Columbia Official Code § 32-1601, et al) to establish criteria for the selection of training providers. The DC WIC has established minimum eligibility requirements. To be considered, training providers must:

- Be licensed;
- Indicate if the business appears on the State or Federal Debarment list;
- Meet the definition of a commercially available training package;
- Possess general liability insurance;
- Be accessible to persons with disabilities;
- Offer training opportunities in high-demand occupations;

- Allow youth to complete training within twelve consecutive calendar months;
- Be located within commuting distance using public transportation;
- Have a verifiable placement rate of at least 70%;
- Be competitively priced;
- Ensure the average wage at placement is at least twice the total cost of training, and
- Possess employer references and provide an employer list.

Various DOES Administrative Policy Issuance documents have provided further policy concerning the selection of eligible training providers using WIA funds, and training funded under Blanket Purchase Agreements (BPAs), Memoranda of Understanding (MOUs) and contracts.

In addition, DOES' "One Stop Career System Operating Policies" manual provides guidelines pursuant to training and training providers. Section 7 ("Training Providers) of the manual covers policies related to training providers, including the WIA goals of "customer choice" and performance accountability in the selection of providers. The manual also states that all accredited colleges and universities in the Washington Metropolitan area are considered eligible training providers. The One Stop policy manual is currently being updated, but is available to DC WIC and DOES by accessing the "Staff Online Reference" guide at [www.dcnetworks.org](http://www.dcnetworks.org)

***2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;***

Each DOES workforce investment system partner has signed a Memorandum of Understanding which has been approved by the DCWIC and the Mayor. The agency has historically enjoyed strong relationships with its partners so that conflicts are normally resolved informally and/or administratively. However, unresolved issues can be brought to the direct attention of the DCWIC for resolution. Because DOES administers a significant number of required partner programs, the likelihood of impasse situations is remote. Disagreements between state agencies are resolved by the Mayor or the appropriate Deputy Mayor.

***3. Criteria by which the State will determine if local Boards can run programs in-house;***

The DCWIC is not authorized to operate programs.

***4. Performance information that on-the-job training and customized training providers must provide;***

The District has not historically had an ongoing program of on-the-job training, but is in the process of developing an overall customized training program. The Employment and Training Programs for Emerging Workers being developed by the DCWIC will establish meaningful and comprehensive work-based programs and school-based instruction. One current example is the hospitality industry partnership with the Hotel Association of Washington, D.C. (HAW) that trains youth and adults for careers in the hotel industry.

***5. Reallocation policies;***



Reallocation does not apply to the District.

***6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;***

Per the WIA law, any transfer of funds between adult and dislocated worker funding streams must be initiated by the Director of DOES and approved by the DCWIC before the Chief Financial Officer can move funding.

***7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;***

The strategy for serving targeted populations is to (1) establish new points of relevant job services delivery and enhance existing services at the neighborhood level; and (2) optimize the support of public and private resources. Within this framework, the District provides all customers with intensive workforce preparation, including job counseling, skills assessment, job search assistance, and job training.

While the District does not serve many displaced homemakers, DOES works closely with the Department of Human Services to ensure that displaced homemakers receive supportive services and training to achieve self-sufficiency.

The Senior Community Service Employment Program (SCSEP) is part of the DOES constellation of services. The program, housed under the DOES Workforce Development Bureau, is connected to DCVOS. The D.C. Office of Aging is our partner in this program and is an approved WIA provider. Each entity addresses the special needs of workers 55 and older who are competing with younger workers.

Moreover, individuals with multiple barriers to employment and training benefit from the District supplementing employment services with technical support, including language lines to support non-English speakers, audio-enhanced job searches for the hearing-impaired, special DCVOS interfaces for the handicapped, childcare referrals, and community-based literacy program referrals for individuals who do not meet the skills standards for employment and training. For all clients, the identification of non-traditional jobs along with corresponding training remains a policy priority.

***8. If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)***

Strategies aimed at addressing the "sixth youth eligibility criterion" are formulated by the DCWIC, DCYIC and the DOES Office of Youth Programs. Therefore, the District's definition in regards to the sixth criterion is an individual who lacks basic work readiness and who is in need of occupational skills training.

***IX. Service Delivery -- Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform***

*service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:*

**A. One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)**

**1. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)***

Because DOES administers a significant number of required partner programs, the coordination and accessibility of services is greatly enhanced. Services provided by other required and optional partners are coordinated and made available through the DCVOS system.

Coordination of services between DOES staff and required and optional partners is facilitated through activities such as monthly meetings, resource sharing, orientations, partner literature, and DCVOS. Another important coordination feature is the exchange of MOUs between District agencies and the private sector. Together, these activities strengthen and streamline service delivery, allow for informed choices, and optimize the benefits of shared partner resources.

DOES continues to develop a module that will allow service provider partners to have limited access to DCVOS, which will enable them to case manage their customers and improve the overall coordination of service delivery.

**2. *How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?***

The programs that are funded under 128(b)(2)(A) for out-of-school youth are integrated into the District's One-Stop system through DCVOS. All providers, including out-of-school youth providers, are listed. Customers can access an overview of the services offered by the service providers and can receive information on their performance. DCVOS offers a "Consumer Reports" feature that allows customers to research and compare approved training programs in high-demand occupations. Likewise, older youth who do not wish to partake in ITA programs can obtain information about services through the Office of Youth Programs.

**3. *What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Center or an affiliate site?***

In the District's full-service One-Stop Career Centers, all WIA Title I, Wagner-Peyser, and UI services are mandated. Staff-assisted service is available at any time. Literacy services are also available daily. Affiliate and satellite centers vary in terms of offerings. At minimum, all affiliate and satellites provide electronic connectivity to DCVOS. This allows a customer to perform almost all One-Stop functions, except actual program enrollment, from any access point.

To further enhance the services, the DCWIC initiated a process to certify the District's One-Stop Career Centers. This process sought to establish minimum requirements for the certification of full-service centers. These standards provided a foundation and a qualitative baseline for operations. The DCWIC enlisted the assistance of the D.C. Chamber of Commerce to recruit representatives of the business community to conduct the onsite reviews

and face-to-face interviews. Recommendations made by the committee were adopted by DOES. As a result of this process, service delivery is more consistent across centers.

Both the District's full-service One-Stop Career Centers received a "level 1" One-Stop Credential from the Mayor, the DCWIC, and the D.C. Chamber of Commerce at last review. This credential certifies that the centers have met all federal requirements and numerous best practices. This credential lasts for two years. The DCWIC is in the process of refining their credentialing tool, after which it will perform another comprehensive assessment of the One-Stop Career Centers.

#### ***4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?***

The District's workforce development data system—*DCNetworks/DCVOS*—is at the forefront of integrated workforce service delivery. UI, Wagner-Peyser, WIA, and Welfare-to-Work services can be accessed through one system. DCVOS is the central repository for all data collection, case management, integrated service delivery, performance management, consumer reporting, information management, and reporting. DCVOS is a web-based system used by all District One-Stop Career Centers and satellites, management, and staff. The system provides access to a comprehensive array of services for employers, job seekers, training providers, UI claimants, and youth.

DOES has implemented DCVOS scan cards so that orientations, workshops, attendance at ERP reviews, reemployment and profiling visits, case manager visits, and other activities can be automatically recorded in DCVOS increasing the accuracy of service delivery.

Real-time performance assessments and online reports have been developed to monitor staff performance. The database is updated daily so that managers and staff can produce customized and ad hoc reports to meet federal or local requirements. DOES uses the system's capabilities to develop a comprehensive reporting framework for all programs. WRIS and FEDES data are also filtered through DCVOS to ensure the accuracy of employment data.

DOCS is the District's mainframe unemployment compensation system. The interface provides UI claimants with the option of filing claims over the Internet. In addition, UI claimants are automatically registered in DCVOS (Job Service) and are encouraged to perform electronic job searches. The system also maintains Form 1099 information and hearing schedules online.

Important UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews, and Claim Exhaustion are to be imported in the near future so that the customer's service history will be included in DCVOS. This will enable Case Managers from multiple program areas to review the array of services and avoid duplication of effort. Future plans call for tighter integration to assure that job searches and referrals have either been staff recorded or the individual has used DCVOS for job search assistance. Future plans call for the integration of O\*NET Occupational Codes at UI registration. The O\*NET code will support additional automated processes for job and skills matching. All claimants will be provided a list of appropriate job leads when their claim is filed.

Emphasis has been placed on encouraging customers to use the system for employment. Thus, DOES has increased the number of jobs available through DCVOS. These expanded offerings

include jobs entered by employers, jobs recorded by staff, jobs on America's Job Bank, and jobs listed in the Washington Post. DCVOS also collects job listings from HotJobs and Career Builder. The jobs listed from these sites are refreshed several times a week. In 2005, DCVOS began a "job spider" that automatically captures jobs listed on major Internet job sites and company Web sites. Conservatively, the "job spider" has added 20,000 new jobs to DCVOS.

Training activities and training progress can be tracked through DCVOS. High-growth, high-demand occupations are readily displayed for use as planning tools. In 2006, DOES implemented an online training application. Job seekers are able to submit online applications for staff review, while training providers have access to the system and can add/modify information about their institution and the programs they offer.

WIA and Wagner-Peyser reports are generated using DCVOS. Reports are also run from the data validation software provided by USDOL. Future plans to support data validation include imaging required documentation.

The District has been unfailing in attention to the maintenance and security of the DCVOS system. We have dedicated considerable resources to this effort and, because it is inclusive of all programs, the system data presents the most accurate portrayal of services.

Web-based Unemployment Claimant Services provide claimants access to UI services from any computer. These services include, but are not limited to, filing initial and continued claims online, real-time access to UI records, links to employer services, enrolling in direct deposit, viewing payment history, data reported to IRS, appeals, claim information, geographic profiles, search income and wages by industry/occupation, and viewing commuting patterns/historical data. The Online Time Scheduling System allows managers and staff to:

- Schedule individual appointments for case managers or UI claims examiners;
- Schedule group appointments from any DOES location for all One-Stop Career Centers;
- Set capacity of rooms used for group meetings based on locations;
- Block meeting times for group meetings and appointments with staff;
- View online the number of customers scheduled for group meetings or appointments;
- Print appointment information for customers;
- Immediately redirect a customer who should file in another state to the appropriate state; and
- View all available openings in the system.

Other automation enhancements in development include:

- Single week filing;
- Filing of initial claims over the Web by former federal employees;
- Employer registration and employer filing of quarterly reports over the Web; and
- Remote initial claims by telephone and debit cards for claimants.

As part of our commitment to universal access, Spanish-language services are available

electronically. Interpretation services can also be availed through the “Language Line” interpretation service. Literacy assistance is available via a full-time literacy staff person, assisted by AmeriCorps volunteers, who provide weekly instruction.

***5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?***

The “no wrong Door” operating philosophy is the District’s primary approach to ensuring uniformity in service delivery to all customers. There is a common intake assessment process used in every One-Stop Career Center that gathers information to aid in providing customized assistance to the individual.

Both the District’s full-service centers provide comprehensive assistance to the business community, including help with prescreening of job seekers, on-site recruitments, training on using DCVOS to post jobs, employer registration, online resume review, in-depth candidate search, links to human resource information, EEO information, legal resources, labor relations, government resources, and wellness and ergonomic data.

All One-Stop Career Centers have a Resource Center that can be accessed by any customer. The Resource Center provides staff-facilitated services that include online job search, email service, fax service, copying services, LMI, training provider information, and current job postings.

***B. Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)***

***1. Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.***

To connect job seekers with current high-growth, high-demand job opportunities, it is necessary to have an accurate assessment of the job market in the present economic climate. It is also critical that job seekers and low-skilled workers become better prepared for the demands of the future work environment.

The One-Stop system and its partners have access to some of the most current data available. The industrial and occupational employment projections used in DCWIC and DOES planning meetings are part of the regular cycle of state and regional projections sponsored by the U.S. Department of Labor. The projections are developed by the District’s Office of Labor Market Information using the American Labor Market Information System (ALMIS) software, and they follow ALMIS consortium established methods and procedures. The department

publishes data annually, quarterly, semi-annually and monthly. This information forms the basis for creating the list of occupational training areas that will be supported with WIA funds.

***2. Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.***

The District will maximize the use of technology. DCVOS provides the electronic platform for linking the various components of the District's workforce development system to facilitate employers and job seekers access to employment, training, and educational information. Many job seekers and employers who request staff-assisted services do not know how to interpret and apply statistical labor market information to their job search. The workforce development system recognized the need for additional labor market publications that are more user-friendly. Thus, the department launched several new publications to inform job seekers of occupations that will meet employers current and future labor demands.

- Employment Guidebook for Health Care
- Employment Guidebook for Hospitality
- Employment Guidebook for Construction
- *IN Demand*
- Labor Market Trends Newsletter
- Labor Market Snap Shot
- BRAC Newsletter

Another outreach tool utilized in the District is the deployment of the Mobile One-Stop Career Center van. The Mobile Unit has the same capabilities as a One-Stop Career Center with regard to providing access to current information.

DOES maintains an expansive mailing list of private and public sector workforce investment stakeholders and regularly sends copies of its labor market publications to individuals and organizations. We are working with the DCWIC, Chamber of Commerce, Department of Economic Development, community and faith-based organizations, employer forums, frontline staff, the Office of Neighborhood Services, and the City Council to further disseminate information at remote locations.

***3. Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment***

The District's Core Products and Services Plan was developed by a joint committee that included the Executive Director of the DCWIC, the Director of Labor Market Information, the DOES Public Information Officer, the Employment Service Director, the One-Stop Director, and the agency's Deputy for Workforce Development. The same team worked on the WIA State Plan. Hence, the Workforce Information Core Products and Services Plan is aligned with the WIA State Plan

**4. *Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.***

DCNetworks/DCVOS was created with certain interfaces to the national system including Americas' Job Bank, USAJobs, CareerJobs, Career Voyages, and other national search portals. The data for our products and tools, including what is represented on DCVOS, comes directly from the state LMI office which reports to the Bureau of Labor Statistics.

**C. *Adults and Dislocated Workers***

**1. *Core Services. §112(b)(17)(a)(i).***

**a. *Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).***

Core services are conveniently available through the DCVOS. The District's Labor Exchange service provides electronic assistance to job seekers who post a resume to DCVOS. The service sends job matches via email as well as instructions for conducting logging into the system for additional searches. Labor Exchange also helps keep track of job searches, sends automatic follow up emails, and allows for continued communication with the customer.

All One-Stop Career Center partners must make applicable core services available. The goal for partner services is to enhance and supplement WIA and Wagner-Peyser core services.

Finally, DOES provides Rapid Response assistance to employers and employees affected by job loss or downsizing.

**b. *Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.***

Beyond the self-directed track discussed above, District One-Stop Career Centers conduct a number of facilitated self-help workshops including job clubs, job search techniques, job finding, job coaching, resume writing, and job interviewing techniques. For customers wishing to receive personalized service, one-on-one, staff-assisted services are available. These services include assessment of skills and abilities, job search and placement assistance (provided in partnership with CVS/pharmacy), career counseling and supportive services such as educational skills enhancement (provided by a partnership with the University of the District of Columbia), and services for persons with disabilities (provided by the Rehabilitation Services Administration, a partner agency).

The "One-Stop Career Center Operating Policies" manual serves as a tool for the standardization of service delivery in accordance with WIA policy. The manual outlines the process for moving customers from self-service to staff-assisted service.

**c. *Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as***

*well as resources provided by required One-Stop partner programs, to deliver core services.*

Program integration is not a new concept for the District. The District eliminated the division between WIA, ES, and UI several years ago. Customers are unaware of distinctions between the divisions serving them, and the District uses a time distribution model to share costs. WIA, Wagner Peyser, and the services of the required and optional partners are coordinated and made available through the District of Columbia's One-Stop Career Centers. These services can also be accessed online through DCVOS. This integration of services avoids duplication of core services and costs.

**2. *Intensive Services. (§112(b)(17)(a)(i).)* Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.**

The District does not apply a strict "workfirst" concept. Adults and dislocated workers who do not find a job after receiving core services may be provided intensive services. In the District, intensive services are those services provided following receipt of at least one core service when the core service did not lead to employment. After receiving intensive services, the participant may continue to receive core services and must have access to at least 12 months of follow-up services upon being placed in unsubsidized employment.

To receive intensive services, each adult or dislocated worker must have had at least an initial assessment. The decision to provide additional core services may be made on a case-by-case basis, depending on the needs of the individual. If the initial assessment results in a determination of a need for intensive services, it will be documented in the case file. Initial assessment includes collecting all information needed to determine whether someone is appropriate for WIA. Determining eligibility for WIA is a core service. This can be accomplished by completing the common intake and the WIA module in DCVOS.

**3. *Training Services. (§112(b)(17)(A)(i).)***  
**a. *Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.***

In 2006 the online training application was launched in the District which gives customers the option of submitting the application remotely, without reporting to a One-Stop Career Center. This process, coupled with up-to-date labor market data and training provider information, engages customers in the process of making informed decisions about their employment future. The online training application also aids the agency by allowing it to indiscriminately make a pre-eligibility determination on customers who meet the WIA criteria for training. Once these customers are pre-screened for eligibility, they are contacted by staff and scheduled for an appointment to undergo further assessment and eligibility determination. These updates provide the system with a true date to begin tracking when the customer completes the initial training application thus accurately recording the date of participation. Training providers have the ability to access the system and add/modify information about their institution and the programs they offer.



Under the Mayor’s leadership, the District continues to be far reaching in its efforts to increase resident’s access to WIA-funded and non-WIA-funded services by leveraging resources from public and private organizations. Some examples are:

- DOES/D.C. Department of Human Services—establishes a working relationship between DOES and DHS within the Welfare-to-Work Program and provides employment related services to low-income human services customers to improve quality of services and service efficiency;
- DOES/University of the District of Columbia—provides greater access to GED services east of the Anacostia River. GED testing services are provided onsite at One-Stop Career Centers;
- DOES/D.C. Office on Aging—provides classroom training, OJT, and Job Search Assistance for older workers age 55 and above;
- DOES/CVS Pharmacy—provides pharmacy and photo lab technician apprenticeship training at no cost to the WIA system. Supports the Wagner-Peyser effort by providing employment.

The District’s workforce investment system fully supports WIA’s intent to provide customer choice in selecting training providers. The ITA is the mechanism referred to in the federal law that DOES implements by writing Blanket Purchase Agreements (BPA) with approved training providers. With ITAs, the approved trainee may select his/her training program from a list of providers approved by the DCWIC. Customers must meet residency and financial need requirements (being unable to obtain grant assistance from other sources to pay all or part of the costs of such training, through Federal Pell grants, or other sources of grant assistance) and must also satisfy any priority system adopted by the DCWIC.

Training activities are captured and training progress can be tracked through DCVOS. High-growth, high-demand occupations are readily displayed for individuals to use as a planning tool for career enhancement. DCVOS Consumer Reporting screens allow customers to make informed choices by viewing side-by-side comparisons of provider performance and costs. Training providers can access the system and add/modify program and performance information.

***b. Individual Training Accounts:***

***i. What policy direction has the State provided for ITAs?***

ITA guidance is provided in Section 7 (“Training Providers”) the “One-Stop Career Center Operating Policies” manual. The section states that an ITA may be authorized for an adult “only after it is determined that core and intensive services are insufficient for that customer’s needs.”

***ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State’s effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.***

*A pilot program* initiated between DOES and Catholic University to address the skills gaps within the hospitality and healthcare industries. This initiative will offer career development courses to incumbent workers while creating entry level opportunities for District residents.

*Customized training* with the D.C. Fire and Emergency Medical Services (FEMA) Cadet Training Program is a cooperative venture between the D.C. Fire and EMS Department and DOES. The FEMS Cadet Program is a comprehensive program that provides formal academic instruction and rigorous specialized training with a 100% graduation rate.

*The Pre-Apprenticeship Program* responds to the anticipated demand resulting from the Anacostia Waterfront Development and the new stadium. The local pre-apprenticeship program will ensure that residents meet the educational requirements needed to qualify for registered apprenticeship programs with these contractors.

*Education and Training Vouchers (ETVs)* provide financial assistance for post-secondary education and vocational training for former foster care youth (ages 21-23). The ETV program is a federally-funded program that provides up to \$5,000 for tuition, books, living expenses, and equipment.

*A partnership with the Court Services Offender Supervision Agency* that implemented Project Empowerment Plus [Transitional Employment Program], an employment-driven program which provided life skills/job readiness training, on-the-job training, and work experience to eligible ex-offenders.

***iii. Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.***

The DCWIC approves training courses in high-growth, high demand occupations. Only District residents are eligible for training funds. The District will pay up to \$8,000.00 for training in a high-demand, high-growth occupation.

***iv. Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)***

The DCWIC has established a policy that limits training to one year or less, since the goal is to return customers to work. However, customers may appeal or One-Stop managers may waive the policy if longer term training is determined to be appropriate. Only residents are eligible for training. The District will pay up to \$8,000.00 for training for a high-demand, high-growth occupation. If an individual has completed 75% of a degree program and meets the eligibility criteria, training can be supported at an institution of higher learning of the customer's choice. A District law passed in 2004 placed a residency requirement on ITAs for dislocated workers.

***v. Describe the State's current or planned use of WIA Title I funds for the provision of training through apprenticeship.***

There is no current plan in place to use WIA Title I funds for apprenticeship training.

***vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to***

***employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)***

There was no need for policies to be developed.

- c. Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)***

DOES provides customers with the broadest access available by placing provider information on the Internet. Once providers are approved, DOES places the provider program information on the DCVOS Consumer Report System. The Consumer Report System (CRS) meets WIA requirements. The CRS module offers education and training information, detailing WIA providers (and non WIA providers) performance information. Providers can apply for WIA certification in addition to entering and maintaining their own data. CRS also allows job seekers to compare the performance of training providers and programs. CRS has the following capabilities:

- Compare similar programs at the same school;
- Compare different programs at the same school;
- Compare the same program from two providers;
- Compare different programs from different providers;
- View provider WIA eligibility and the programs offered;
- Providers can independently create and maintain their information.

- d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).). Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.***

- i. Describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.***

The emergence of an increasingly global economy has changed the face of business and, with it, the economic security once afforded workers. No longer promised the security of long-term employment or pensions, low-income, unskilled, and semi-skilled workers are in the most precarious position in this new economic reality. The average worker will have multiple jobs throughout his/her career — another factor that leads to fluctuations in the labor market. But skills — more importantly transferable skills — are key to stability and progress in Washington, D.C.'s growing economy.

While the Department of Employment Services does not currently operate a full-fledged on-the-job training (OJT) program, it does offer and/or support several, other work-based programs that provide subsidized training and experience to District residents with special needs or barriers to employment.

The department's Transitional Employment Program (TEP) provides locally funded subsidies to augment participant wages to assist them in gaining work experience. The subsidy for each participant may last up to 12 months. Administered by the Office of Project Empowerment,

TEP was established in 2005 through funding from the Way-to-Work Initiative to provide training and employment opportunities to District of Columbia residents who reside in designated “Hot Spot” areas, defined as areas of high crime, high poverty, and/or high unemployment. TEP provides supportive services, basic education, job coaching, employability and life skills training, vocational training, and job search assistance all with the intent of assisting District residents to secure and retain employment.

In Fiscal Year 2008 the Office of Project Empowerment will develop an OJT model for TEP enrollees. It is hoped the new OJT program will be funded and ready for participants by mid or late FY '08.

With the establishment of the new Business Resource Center at the Anacostia Waterfront Development, DOES has begun referring customers to DDOT’s on-the-job training program, which offers employment and worksite training in construction and road maintenance. Those individuals who are not eligible for the DDOT OJT are served through the DOES One-Stop system.

Hospitality has been identified as a high-demand industry in the Washington D.C. area. Accordingly, DOES partnered with the Hotel Association of Washington, D.C. (HAW) in an effort to certify District at-risk and/or low-income youth and adults through structured training programs that will require a level of performance commensurate with existing industry standards. The “Expanded HAW” program provides intensive hotel vocational training, as well as basic literacy, basic computer training, life skills development, career counseling, and job placement services.

In partnership with Catholic University of America’s Metropolitan College (CUA), DOES will address the workforce training needs of two high-growth industries of critical importance to the economy of Washington, DC, hospitality and healthcare. The program has been designed in partnership with Marriott International’s Renaissance Hotels and Providence Hospital to meet industry employment needs and support incumbent workers with additional training and credentialing. Through this initiative, the District will increase the skill levels of incumbent workers while helping the unemployed find entry level jobs.

Customized training with the D.C. Fire and Emergency Medical Services (FEMS) Cadet Training Program is a cooperative venture between the D.C. Fire and EMS Department and DOES. The FEMS Cadet Program is a comprehensive program that provides formal academic instruction and rigorous specialized training with a 100% graduation. DOES will promote customized training to targeted high-demand, high-growth industries. Currently, DOES is developing customized training agreements with the hospitality industry, a major supermarket, and FEMS. Our plans for customized training activities and initiatives involve partnerships with community-based organizations, labor unions, and educational institutions.

***ii. Describe how the State:***

- ***Identifies OJT and customized training opportunities;***
- ***Markets OJT and customized training as an incentive to untapped employer pools including new business to the State, employer groups;***
- ***Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;***

- *Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and*
- *Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.*

Mayor Fenty is committed to increasing training opportunities by encouraging the DCWIC to develop customized and on-the-job training partnerships with businesses. Customized training activities are planned for youth and adult programs. The D.C. Fire Cadet and HAW programs are examples of successful customized programs that train and employ young firefighters, emergency medical technicians, and hospitality workers. For the last two years, the department's Business Services Group has been marketing the customized training concept to employers with high-growth/high-demand employment opportunities. The division is beginning to see positive movement on this front as more and more businesses express interest in forming partnerships with the District and community training providers to establish career advancement programs in their organizations.

**4. *Service to Specific Populations. (§112(b)(17)(A)(iv).)***

- a. *Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)***

The District's "One-Stop Career Center Operating Policies" manual establishes the city's policy on service priorities. It states that all WIA programs and services will be available to unemployed and underemployed District residents. The Priority of Services policy is triggered if funds are determined to be limited. At such time, priority will be provided to veterans, welfare recipients, working poor, the homeless, individuals with disabilities, and re-entering offenders.

The DCVOS *core services module* includes advanced functionality for individuals, displayed in a user-friendly Web interface. This module consists of several easy to use components, designed to assist individuals and others in researching the labor market, selecting an appropriate career, and finding jobs and training opportunities.

The *career services component* allows users to analyze their own skills and attributes together with local labor market data for informed career choices. This component includes a step-by-step guide to selecting a career, analyzing skills, and matching those skills to a suitable occupation and job. Additionally, users may review certain profiles of occupations and analyze labor market information on occupations for their region or the state overall.

The job seeker services component provides excellent options for users searching for work. It is an easy to use tool to search for job listings from a variety of sources including other web sites. The "job seeker tips" section has helpful topics relating to successful job search

methods. It also includes a Virtual Recruiter that conducts overnight job searches and sends the job seeker an email with the results.

***b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.***

In an effort to reduce both its average duration and exhaustion rate, the District operates the Reemployment Eligibility Assessment (REA) program which targets a select group of 3,000 UI claimants through the One-Stop system. The program conducts an exhaustive assessment including intensive job search services to facilitate reemployment referrals to training and additional support services to enhance the probability of an early return to work.

DOES uses its Wagner-Peyser Reemployment Service (RES) Grant to increase and improve the quality and quantity of services to UI claimants. Delivered within a coordinated framework involving WIA, UI, and Wagner-Peyser staff, the department provides early intervention and intensified labor-exchange services to targeted UI claimants who are likely to exhaust their benefits.

A comprehensive job search assistance program has been implemented and includes the following:

- For every claimant, UI claims data is entered in the UI system which interfaces with the DCVOS and creates an Employment Service registration.
- All claimants who receive a benefit payment are profiled using a statistical formula based on demographics; each week the names of profiled claimants are placed in an electronic file and sorted according to their probability of exhausting benefits.
- The names of claimants with the highest probability of exhaustion are extracted.
- Staff generates profiling orientation letters in DCVOS and informs the customer by mail of their required attendance at a five-day intensive Job Search Assistance Workshop.

In the five-day workshop, each profiled participant receives information on a range of topics including:

**Orientation and Assessment Workshop:** In a classroom setting with a facilitator, participants receive an overview of the workshop. Participants are informed of the requirements to complete a job assessment profile, attend four days of workshops, and have an individual meeting with a job coach. They are provided advice and counsel about specific job search needs, one-on-one examination of their knowledge, skills, and abilities, information on preparing resumes and cover letters, interviewing, and negotiating job offers.

**Job Assessment Profile:** The Profile produces job match patterns based on information provided by the candidate and DCVOS job profiles based on skill sets necessary for job

success. The job match patterns for specific jobs are then compared with candidate profiles to determine compatibility. The result is an efficient job fit, or an indication that an alternative career choice may be necessary.

**Resume:** Each participant is taught the basic functions of the computer, if they have no computer knowledge. Staff introduces DCVOS to the participant with specific instructions on how to navigate the Resume Builder and Virtual Recruiter. Participants, under the guidance of workshop facilitators, create and enter their resumes into DCVOS.

**Job Placement/Job Club:** Each participant receives one-on-one coaching and job search assistance following the workshop. Participants are provided a minimum of two job leads. Direct instruction on identifying appropriate job openings in DCVOS and on the Internet is provided. Customers participate in exercises designed to market their skills to employers, role-play, and rehearse interview responses. In addition, this session increases networking opportunities, and staff can assess their software and keyboarding skills if the participant is seeking an administrative position. Participants also learn how to create e-mail addresses. The Job Coach markets the candidates, becomes their advocate, critiques appearance and presentation, identifies and works on areas for improvement, and assists in composing cover and persuasion letters. In addition, the Job Coach edits resumes as needed, faxes resumes, and has the participants complete Applications for Employment that are then mailed or faxed to employers.

**Support Services:** Each participant is provided assistance and access to printing, photocopying, and faxing of their resumes and cover letters.

**Participant Evaluation:** At the conclusion of the workshop, participants are given the opportunity to provide feedback to the profiling staff about their effectiveness, the workshop curriculum, staff support, and their overall experience. The staff uses participant feedback as a barometer of effectiveness in meeting their specific needs.

At the conclusion of the week long activity, participants have:

- Registered in DCVOS;
- Developed individual resume(s) that are entered into DCVOS;
- Set up a Virtual Recruiter;
- Utilized career assessment, skills survey, and job matching tools;
- Explored and developed profile summaries;
- Received customized job search assistance and job leads;
- Created individual e-mail addresses for electronic job referrals;
- Learned to navigate *DCNetworks* from any Internet connections;
- Learned that employers search databases for qualified jobseekers;
- Learned about training resources and other opportunities available in the *DCNetworks* One-Stop Career Centers;

- Acquired new knowledge and skills to become a more independent jobseeker; and
- Made a direct connection with a One-Stop Career Center that is geographically convenient.

Other internal and external offices that are involved in this program include the Office of Labor Market Information, Unemployment Insurance, the Business Services Group, the Public Information Office, One-Stop Career Centers, partner employer organizations, and community and faith-based organizations.

***c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.***

The Eligibility Review Program (ERP) is an ongoing process to determine a claimant's continued eligibility for benefits. This program focuses on decreasing the number of overpayments within the UI system. ERP ensures that all customers are available to work, are utilizing multiple avenues to find employment, and are able to work. Along with checking on the claimant's status, ERP provides additional jobseeker services including job search activity, resume writing, and other work readiness preparatory workshops.

Under a reemployment grant, DOES will re-establish the Eligibility Review Process as an opportunity to identify unemployment claimants who need reemployment assistance and increase the number of jobseekers who receive intensive reemployment services. It will ensure that individuals receiving benefits remain eligible for compensation, are actively seeking work, and are available for work. This process will contribute additional "work ready" jobseekers for immediate employment.

***d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA Rapid Response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?***

The District maintains a very integrated and effective system of providing Rapid Response and dislocated worker services. Rapid Response activities are led by a Rapid Response team and coordinator who oversee the majority of events related to closures and downsizings, including making presentations to employers and employees and making referrals. The Rapid Response team's efforts are supplemented by the Business Services Group, which helps connect displaced workers to job opportunities. The agency's BRAC coordinator also works in close association with the Rapid Response team, and all are linked to One-Stop Career Centers. The District's dislocated worker program is, in fact, housed under the Office of One-Stop Operations.

The District of Columbia has not had a TAA request in at least a decade. Therefore, we have not developed a WIA/TAA policy.

***e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the***



***populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?***

The DCWIC is developing Industry Sector Strategies to provide workforce development in high-growth areas: business (hospitality, restaurants, tourism and banking), construction, and health care. The HAW program and the partnership with the D.C. Hospital Association and Providence Hospital are examples of linking a demand-driven industry with service to hard-to-employ populations. This health care partnership program provides customized training to at-risk and/or low-income adults, including vocational and on-the-job training, as well as basic literacy, computer instruction, and life skills training.

In addition, the DCWIC's Bridge to Self Sufficiency programs will partner with the Mayor, State Education Agency, and the University of the District of Columbia to develop residents' basic academic skills through an accelerated contextual learning curriculum using online tools. This initiative will be connected to the Mayor's "New Communities" program which seeks to address a number of quality-of-life issues in "hot spot" neighborhoods. The DCWIC's bridge program will assess approximately 100 adults in the same communities and will offer assessments in areas that employers have identified as essential for entry level jobs: communication, interpersonal, decision-making, and Lifelong Learning skills.

The District has sought to create an integrated comprehensive One-Stop system universally accessible to all customers that will ensure a diverse and trained workforce. DOES partner agencies will assist in implementing the following strategies to overcome barriers to skill achievement and employment:

- Enhance the capacity of the *DCNetworks* system to effectively serve all residents.
- Identify information and tools available to businesses to support them in effectively employing residents in targeted populations.
- Coordinate business services to ensure that employers continue to view *DCNetworks* as a resource in employing "non-traditional" workers.

***f. Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?***

In recent years, DOES has devoted a tremendous amount of staff time and financial resources to make full-service centers compliant with Americans with Disabilities Act (ADA) mandates. Most recently, the District instituted the Disability Program Navigator (DPN) which provides an onsite Disability Resource Specialist to assist disabled One- Stop Career Center customers. In addition, DOES employs a full-time Equal Employment Opportunity (EEO) professional. Most centers are handicapped-accessible, while all centers offer communications equipment for the hearing- and sight-impaired, including TTY, closed-captioning, and enhanced computer screens.

Site inspections are conducted routinely to ensure that physical accommodations are available and operating properly. Previously, the department, with the assistance of the U.S. Department of Justice, thoroughly assessed and implemented ADA compliant accommodations at each full-service center. As noted earlier, the department employs a full-time EEO officer who is also responsible for ensuring that individuals with disabilities have full access and accommodations to use employment programs and resources.

- g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120.)***

DVOPs and LVERs work exclusively with veterans. DVOPs spend much of their time providing One-Stop Career Center services to the veterans in places like Patterson Street Veterans Center, VFW's, the VA Regional Medical Center, American Legion Halls, and other facilities that assist veterans. DVOP/LVER staff are equipped with notebook computers to facilitate getting customer information into DCVOS. Both DVOPs and LVERs will work with veterans visiting the One-Stop Career Centers to ensure they receive the services needed to be successful. DVOPs and LVERs will also focus on services provided by agencies that are not a part of the District's system, and maintain close working relationships with these programs and agencies.

The District will continue to follow all Special Grant Provisions, Veteran Program Letters, and USDOL/VETS directives, and has negotiated the Statewide LVER – DVOP roles and responsibilities as outlined in Public Law 107-288 and United States Code (USC) Title 38. LVER roles in the One-Stop system include providing quarterly reports to One-Stop Career Center managers, the Veterans' Program Coordinator, and the Associate Director for One-Stop Career Center Operations regarding compliance with federal law and regulations with respect to special services and priorities for Veterans and Eligible Persons. The information found in the veteran performance measures (VETS 200s and the 9002 reports) ensures that the District's Plan and local priority of services plans are successful and that the staff is successful in placing veterans in jobs. The Statewide Veteran Services Coordinator monitors all performance measures and reports and actively participates in the training of management and staff to ensure compliance with all policies and regulations.

- h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal USDOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.***

As a first step in ensuring access to workforce development services among limited English proficient persons, DOES conducts regular checks of all public information to determine what new documents and instructions should be translated, and what updates of are needed. DOES has issued multiple awards to contractors to provide language interpretation services for meetings, conferences, litigation proceedings, training, escort services, and other forms of communication, including sign language services.

The primary translation is into Spanish, however the department does offer a number of documents and instructions in other languages, particularly Chinese and Vietnamese.

Translated literature and instructions are available at local One-Stop Career Centers and electronically through the DCVOS system.

Our two full-service One-Stop Career Centers have bilingual staff onsite. The Franklin Street One-Stop Career Center, which serves the largest number of non-English-speaking customers, has a number of Spanish-speaking staff. To further address the needs of Spanish-speaking residents, a satellite One-Stop center opened in 2002 in partnership with the D.C. Office of Latino Affairs. This center has a two-person staff, one of whom is Spanish-speaking. At our Franklin Street One-Stop Career Center, a Spanish speaking staff person provides WIA, UI, and Job Service orientation in Spanish. From that point, limited English speakers may be referred to English-as-a-Second-Language (ESL) classes. They are also referred to bilingual Case Managers for employment and/or training assistance

Listed below, you will find continuing service delivery strategies aimed at providing services to individuals with limited English proficiency:

- A bi-lingual interpreter/translator will continue to be stationed at the welcome desk at the Franklin Street One-Stop Career Center for quick response to customer needs.
  - We will seek to increase the number of Bi-lingual State Education Office/AmeriCorps partner staff housed at the Franklin Street One-Stop Career Center to provide assistance to limited English speaking customers and conduct ESL and GED workshops.
  - DOES will continue its comprehensive translation project which will include all written materials.
  - DOES will update its Spanish language orientation video for One-Stop Career Center services.
  - Online, self-service DCVOS screens and services have been translated and are available in Spanish.
  - The “Language Line” will continue to be used to communicate with customers who speak a variety of languages. Language Line service is a 24-hour, seven-day-a-week telephone interpretation of approximately 200 languages. Interpreters listen to the speaker, analyze the message, and try to overcome regional variations to accurately convey its true meaning.
  - The Euclid Street Satellite One-Stop Career Center, which is open to all residents, will continue to provide bilingual services and staff.
- i. ***Describe the State’s strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State’s One-Stop delivery system? Include the following:***

***The number of Migrant and Seasonal Farm workers(MSFWs) the State anticipates reaching annually through outreach to increase their ability to***

*access core, intensive, and training services in the One-Stop Career Center System.*

The District of Columbia does not serve migrant and seasonal farm workers or agricultural employers.

## **5. Priority of Service**

- a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)*

The District's Priority of Services policy is triggered if funds are determined to be limited. At such time, priority will be provided veterans, welfare recipients, working poor, the homeless, individuals with disabilities, and re-entering offenders. When funds are limited, veterans priority is given based on the Jobs for Veterans Act (P.L. 107-288)(38 USC 4215) and then other recipients of public assistance and other low-income adults receive priority, as set forth in Section 101(25) of the WIA Act.

- b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L. 107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?*

The District's veteran services plan defines the veteran priority of service. The plan follows all requirements for the "The Jobs for Veterans Act." (<http://www.doleta.gov/programs/VETs/>). Management and staff within the One-Stop structure have a clear understanding of the roles and responsibilities of the program and the job duties of Local Veteran Employment Representative (LVER) and Disabled Veteran Outreach Program (DVOP) staff. One-Stop Career Centers have developed and continue to follow a team approach to serving veteran customers.

The District follows all Special Grant Provisions, Veteran Program Letters, and USDOL/VETS directives, regarding LVER and DVOP roles and responsibilities as outlined in Public Law 107-288 and United States Code (USC) Title 38. In addition to the federal guidelines, the District is drafting new policies and procedures for servicing veterans.

### **D. Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).**

DOES oversees and supports Washington, D.C. Metropolitan Area Rapid Response activities. These services are led by a Rapid Response coordinator and the Business Services Group Rapid Response Team. Affected employer contacts and other initial Rapid Response communications, including federally required WARN (Worker Adjustment and Retraining

Notification Act) notices, are directed to the Workforce Development Bureau (WDB). The WDB maintains the administrative policies and procedures that support the area-wide Rapid Response assistance.

- 1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas.***

The DOES Workforce Development Bureau is responsible for providing Rapid Response services for the District.

- 2. Describe the process involved in carrying out Rapid Response activities. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?***

Whether the dislocation is covered by WARN or not, the DOES Workforce Development Bureau is the primary point of contact for dislocation events in the District. Once the Bureau receives notice of an impending layoff, the Business Services Group within the Office of Employer Services is the lead agent and convenes the internal DOES team (representatives from the One-Stop Career Centers, Business Services, veterans program, UI, and the Faith and Community-Based program). If labor organizations are involved, the team may seek the counsel or participation of the local AFL-CIO Labor Agency.

The employer is contacted within 24 hours to determine the number of employees affected and to establish a date and time to meet with the employer and staff.

It is the District's policy to respond to all layoffs whether they meet the WARN threshold or not. WARN Act notices are received in the form of mail, email, and telephone contacts from employers. However, the WDB does not always receive initial notification of layoffs from WARN Act notices. Newspapers, television, word-of-mouth, and advisories from District agencies are often the first conveyors of information about impending downsizings and closures. Informal contact information is responded to with the same urgency and immediacy as formal WARN notices.

- a. What efforts does the Rapid Response team make to ensure that Rapid Response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?***

Because the District has several teams that can respond, there has never been an occasion where the Workforce Development Bureau has not been able to respond prior to layoff, provided the Bureau received notification. All our responses are planned to be conducted onsite and on company time. Once the employer has been contacted, an email and follow up call are made to the entire Rapid Response Team to inform them of the schedule.

The District tracks all customers participating in Rapid Response in the DCVOS system. After receiving notice, the employer's information is entered in DCVOS system. Once onsite, affected individuals are encouraged to register in DCVOS. From that initial entry, an online case file is generated. DCVOS has the capacity to produce internal reports and track the services provided to customers across each downsizing.

- b. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?***

The District views Rapid Response as a process, not an event. Accordingly, the Rapid Response team has developed a series of procedures that address the various stages of job loss due to layoffs. One of the first steps is to organize a seminar for affected workers, which features a Power Point presentation covering the process of filing a UI claim and explains the base period and benefits determination. The presentation also includes information on how to prepare for the emotional impact of employment transition. An information package is presented to each employee. The package includes the locations of the One-Stop Career Centers. The availability of free One-Stop Career Center services such as reemployment preparation, resume writing, interview preparation, and job search assistance is discussed in detail. If requested, the Team may coordinate group or individual reemployment services for the workers.

Where possible, the team uses notebook computers and affected employees are encouraged to register in DCVOS, to file their claim online, and to conduct online job searches using our Virtual Recruiter. This ensures that One-Stop staff will contact them during this critical period. Virtual Recruiter is the DCVOS module that allows customers to create profiles and have the system perform overnight job searches informing them of matches via email.

- 3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?***

One-Stop staff are part of the Rapid Response process, assisting customers with initial registration. The Workforce Development Bureau has a Rapid Response Policy that mandates the provision of follow-up services to all workers affected by downsizing. The policy includes methods of information gathering at each Rapid Response workshop and assisting affected employees with registration in DCVOS. The Rapid Response policy ensures a seamless transition between Rapid Response services and follow-up by One-Stop Career Center Case Managers to provide job search and re-employment services.

- 4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?***

The District's Rapid Response approach was designed with the business customer in mind. The handouts and presentations used for Rapid Response events have a professional look and quality, and are intended to provide helpful but realistic advice. The Rapid Response Coordinator meets with all employers prior to the Rapid Response event so that business concerns or issues can be solved before meeting with affected employees. Whenever possible,

DOES assists employers with follow-up information on the services provided to their employees. DOES Business Services staff connects businesses with other government programs that are helpful with a business that is undergoing a downsizing.

Information about the District's expanding economy is provided to DOES by its participation in the city's economic development cluster. This data enables DOES to target new businesses in need of skilled workers who are available as the result of lay-offs and downsizing.

The District promotes Rapid Response to businesses as one of the services offered to assist employers. Rapid Response is highlighted as a business service on the *DCNetworks* website and is also part of the business marketing presentation given to all employers by DOES and by the District's other business marketing groups, such as the D.C. Marketing Center.

***5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?***

In PY 2005 and PY 2006, the Workforce Development Bureau received 30 WARN notices affecting 3,456 District residents. In response, the Rapid Response Team coordinated some 40 events with employers for 2,000 affected employees. The sessions included information on filing UI claims, as well as One-Stop reemployment services. On several occasions, DOES Rapid Response Team members collaborated with counterparts in Maryland and Virginia, including a career fair for Riggs PNC Bank and a United Airlines Rapid Response where 500 employees attended sessions over a four-day period.

In 2005, the Base Realignment and Closure (BRAC) initiative was announced, affecting five military installations within the District of Columbia. Since that time, the Rapid Response team and the D.C. BRAC coordinator have worked closely to prepare and provide coordinated services to both military and civilian employees. To date, we have conducted two Rapid Response events for employees at the Walter Reed Medical Center. Two hundred employees were expected to be separated by the A-76 action, but in the end only 22 employees were dislocated. In addition the Rapid Response Team conducted an event for the Bolling Air Force Base Real Property Agency where approximately 40 employees will be affected by BRAC.

Rapid Response priorities for the next two years include:

- Increasing awareness of Rapid Response services to the greater D.C. business community and other D.C. Government agencies and;
- Working more closely with the Chamber of Commerce, the DCWIC, and other economic development entities, and
- Participation in regional and "beltway" BRAC initiatives.

***6. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?***

During each Rapid Response workshop, the DCVOS system is discussed extensively to encourage the use of the Virtual Recruiter and to encourage employees to post their resumes

for employers to view, which is another service DOES provides for employees before the actual lay-off date occurs. The DCVOS system is the means for all reporting and tracking regarding Rapid Response activities and is the integrated Management Information System that includes Rapid Response activities, National Emergency Grants information, and One-Stop Career Center activities. The District does not administer Trade Act programs.

***7. Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?***

No. Rapid Response funds are used exclusively for the purpose of assisting individuals and employers who experience a reduction-in-force.

***E. Youth. ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)***

***1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b) (18).)***

It is the Mayor's vision to create an infrastructure and service delivery system which addresses the full range of developmental needs of young people as they grow into adulthood. To accomplish this, the District's DCYIC will work with all education and social service providers, in and outside the government. Collaboration is currently underway as a result of the District's Safe Passage Initiative and the DCYIC.

However, ensuring that the District has a workforce that truly addresses the needs of citizens and at-risk youth will require the following strategies:

- Intense collaboration between government agencies and public sector partners to advance the concept of a seamless workforce delivery system. Additional strategies to accomplish this increased collaboration will be developed by the DCYIC;
- Creation of a Private Sector Steering committee for the DCYIC that will have responsibility for analyzing industries/occupations data for the purpose of identifying workforce demands and underwriting specific projects that address the demand;



- Establishing a Faith/Community-Based consortium to focus on the needs of youth of incarcerated parents and adjudicated youth in order to serve these populations in a holistic/supportive service approach;
- Formulation of a task force to identify available alternative education resources for youth at-risk of dropping out and the creation of a system that provides alternatives to this population prior to their exit from current educational system. This will be spearheaded by the DCYIC in coordination with the State Office of Education and DCPS. Currently, the District has five alternative education facilities under the auspices of DCPS. One is located at the District's juvenile youth facility;
- Utilize the contracting process to establish partnerships with employers in high-demand occupational areas;
- Conduct a comprehensive review and analysis of all relevant demographic data that pertains to the targeted populations; and
- Leverage all available resources (local and federal) to ensure that youth within the targeted populations receive priority in the District's workforce delivery system.

The District will continue to progress in this area through the formation and work of workforce investment system committees and task forces, as well as enhancing current relationships, such as the partnership with DCPS's career ladder and career academy programs, and with Youth Rehabilitative Services. The focus will be on developing youth who are able to compete in this ever changing labor market. It is the Mayor's vision to have all of these elements in place within the next two years. The initial focus will be the development of the Private Sector Steering committee in the next six months; the formation and the development of the Faith/Community-Based consortium, and as the identification of alternative education resources should be in place by the spring of 2008. It is the District's goal to have established by the fall of 2008 a solidified partnership with employers from high-demand occupational arenas.

***1. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)***

Twelve Job Corps centers operate in USDOL Region II, including the Potomac Job Corps center in Washington, D.C. and the Woodland Job Corps center in suburban Maryland. The DOES Office of Youth Programs (OYP) has maintained a working relationship with the local Job Corp recruitment office in the District. A cross referral system with Job Corps has been established through which the Youth Office refers interested candidates to the Job Corps recruitment office for potential enrollment, and the Job Corps offices refer youth who are ineligible or who have not completed Job Corps services to the Youth Office. During the *DCNetworks* Out-of-School orientation session, information is presented on Job Corps and its benefits. OYP is currently working to reestablish collaboration between the Job Corps recruitment office and One-Stop Career Centers.

In addition, the OYP has leveraged its WIA and Youth Opportunities Grant (YOG) dollars to support the two District entities (Latin American Youth Center and Action to Rehabilitate Community Housing) that are Youth Build recipients to serve eligible WIA and YOG youth within their programs.

2. *How does the State plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:*
- a. *utilizing the funds to promote cross agency collaboration;*
  - b. *demonstration of cross-cutting models of service delivery;*
  - c. *development of new models of alternative education leading to employment; or*
  - d. *development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.*

The District plans to use funds set-aside for statewide activities to support the vision for serving youth in the following ways:

- To develop an integrated professional development training forum specifically targeted at the public sector partners who are involved in workforce and career preparation. The training forum will focus on identifying “best practices” in the development of a seamless workforce delivery system, building a more proficient youth professional staff, and enhancing youth job skills;
- To support the development of a demonstration project that will illustrate how the public and private sector can work together in the creation of an innovative, demand-driven model to serve those youth most in need;
- To reassess the current workforce delivery system to determine how each of the public sector partners are addressing the needs of the targeted population in the delivery of employment and training services to determine how to best leverage the available resources;
- To support the continuation of the District's Fire Cadet Program that has provided employment and training opportunities for former WIA and YOG participants. WIA and YOG participants who have completed the program are now gainfully employed as firefighters in the District of Columbia.

*a. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)*

Through collaboration with its partners, the DCYIC ensures that the Act's provisions are incorporated in the delivery of workforce services. In addition, these provisions are addressed in each Request for Proposals (RFP) released by the District's Office of Contracting and Procurement (OCP). In cases where the provider does not have the expertise, DOES, in collaboration with the DCYIC, will initiate procurements to assure that the services are available. The DCYIC ensures that each of the elements identified below are available to the targeted population, if needed:

- Tutoring, study skills training, and instruction leading to secondary school completion and preparation for postsecondary educational opportunities;
- Alternative secondary school services;
- Summer employment opportunities;

- Paid and unpaid work experiences;
- Occupational skills training;
- Leadership development opportunities;
- Comprehensive guidance and counseling;
- Supportive services;
- Follow-up services; and
- Adult mentoring.

**F. *Business Services.* (§§112 (a) and 112(b)(2).) *Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:***

The Mayor has directed that key economic initiatives include business-friendly strategies to recruit, attract, retain, and expand businesses. The development of a business-friendly environment will ensure that economic revitalization will spur job creation and business growth in high-demand/high-growth industries.

Employer satisfaction is key to the expansion of opportunities for District workers. The District's workforce investment system is an organization with a dual mission: assist businesses in meeting staffing and training needs and help people with career transitions. DOES account executive teams are establishing and sustaining customer-focused relationships with large and small businesses throughout the Washington metropolitan region, including the development, hospitality, health care, and banking communities.

The Industry Sector Strategy is a promising link to opportunities in the region. The DCWIC is implementing industry-specific efforts to provide workforce development in high-growth areas - business (hospitality, restaurants, tourism and banking), construction, and health care. A partnership with the D.C. Hospital Association and Providence Hospital will provide customized training to at-risk and/or low-income adults, including vocational and on-the-job training, as well as basic literacy, computer instruction, and life skills.

Like other metropolitan areas, the District's retail community continues to be an important source of entry-level employment and a major contributor to the District's economic health. The Mayor's "retail action strategy" has become a year-round outreach effort in conjunction with the Washington, DC Economic Partnership, the broker community, developers, and the DCBIA Retail Committee. In 2007, more than 100 retailers gathered to share experiences and advice on sustaining and growing a local business.

In collaboration with the DCWIC, DOES transformed the Job Services Office into the Office of Employer Services (OES) in 2002. The mission of OES is to work within the One-Stop system to maintain an effective link with employers, to fill their current and future workforce needs, and to provide a broad menu of services in a comprehensive and expansive way that meets the needs of Washington Metropolitan Area employers. OES has developed strategic goals and a program designed to provide strategic technical assistance and high-quality customer service to employers. It has developed a demand-driven system that provides critical

services to employers. It offers employers a local pool of workers ready to work in the new and increasing job opportunities created by high-growth/high-demand District industry sectors.

OES continually evaluates employer needs to improve service. OES currently offers the following services:

**District of Columbia Virtual One-Stop (DCVOS):** This system has been designed with the employer as the key customer. DCVOS is the most advanced and comprehensive One-Stop operating system on the market today. It is an integrated system that enables staff to efficiently assist employers and businesses to ensure that desired results are achieved. It is a system that is also designed for independent use by employers and jobseekers. DCVOS, also known as *DCNetworks*, provides a full range of One-Stop system services to employers, jobseekers, partners, training providers, and staff via the Internet. DCVOS gives employers control over their search for job candidates through universal access to workforce services from any location. Employers can post job openings, review resumes, find qualified employees, learn about unemployment insurance, the job market, education and training offerings, and other services. Special initiatives will be implemented to ensure that employers understand the range of benefits of DCVOS as an effective recruitment tool.

**Business Services Group (BSG):** The BSG was launched in 2005 to be a liaison with the business community. Services include identifying employer's products and services, promoting DOES services, and conducting professional recruitments such as "job fairs." To be more responsive to high-demand/high-growth industries, BSG services will be strengthened and expanded. New customized employer services will include evaluating recruitment needs and schedules, pre-employment assessments, employee turnover assessments, job and skill requirements analyses, and analysis of existing and future training needs. The BSG will compile and use this information to assist employers in developing quality recruiting strategies, matching qualified candidates to job openings, and planning training and retraining programs for incumbent and new workers.

The BSG has unique expertise in planning and conducting employer specific job fairs and recruitments including advertising for candidates and hosting events at the One-Stop Career Centers and other locations. Employers benefit directly since they are connected with an expanded local qualified workforce, whether as a new business moving into the community or as a current business expanding its staff.

The formation of the BSG grew from the need to provide intensive human resources assistance for the Washington Nationals first baseball season. In response, the department formed a partnership with the Washington Nationals Baseball Club, the D.C. Sports and Entertainment Commission, and other stakeholders. The partnership planned and implemented the *Project Grand Slam* initiative.

The return of major league baseball to the city and the construction of a new baseball stadium yielded thousands of construction and service jobs. DOES continues to play a central role in this effort by coordinating major recruitment events for the Washington Nationals and ballpark concessionaires, including applicant screening and assessment, skill matching, referrals, and follow up/retention.

Through *Project Grand Slam*, the BSG and One-Stop system have helped the RFK stadium authority, contractors, and concessionaires meet their human resources needs. As of February

2007, *Project Grand Slam* generated the employment of more than 4700 individuals, 73% of whom were District residents. Further, the department has been an integral participant in the formation and operation of the new baseball stadium Project Labor Agreement (PLA) Task Force, the central forum for the exchange of information and ideas concerning the progress and implementation of the PLA. The task force is composed of members from local government, organized labor, the business sector, and community and faith-based organizations. The task force is responsible for monitoring the achievement of PLA requirements regarding the hiring of District residents and the provision of contracting opportunities to local, small, disadvantaged business enterprises (LSDBEs). It also serves as an advisory body to the Mayor and other District officials and conducts community outreach activities.

**Job Bank Services:** Job Bank staff receives job orders from employers in the region and inputs them into DCVOS. The staff receives listings from approximately 30% of the top 200 employers on a monthly basis. The job order listings that are most frequently entered into DCVOS by employers or submitted to staff follow the demand-driven industries in the region – the hospitality, construction, business services, healthcare, and service industries.

**Job Order Management:** Staff will search the DCVOS database of resumes to find qualified candidates, matching applicant skills with job order requirements. When matches are identified, employers are contacted and referrals are made. In addition, staff reviews current job order postings to ensure that candidates are referred to employers, that the job is still available, and that the job order is accurate. Staff-assisted services will continue to be employed for job order placement, applicant pre-screening, applicant referrals, follow-up with the employers, and live online “help desk” services.

**Reemployment Program (REP):** With USDOL funding for a targeted UI profiling population, OES has developed an intensive job search assistance program. The program provides workshops that focus on resume writing, interviewing skills, and the realities of the 21<sup>st</sup> Century workplace. In addition, a Job Club is conducted for intensive job search activities. Many customers have not kept pace with the skills required in current demand-driven industries. These customers require more intensive services to assist them in charting their future employment needs and are directed to the One-Stop Career Centers for WIA assessment and necessary intensive services. Upon completion of the program, customers are part of a workforce-ready applicant pool that is available to employers for an immediate return to work, reducing the cost of extended UI benefits.

**Employer Tax Incentives:** OES provides employers with access to the Work Opportunity, Welfare-to-Work, Empowerment Zone Employment, and Renewal Community Employment tax credit programs. The process is managed efficiently to ensure that employers receive tax credits in a timely manner.

**Apprenticeship Registration:** Staff provides potential apprenticeship sponsors with guidance and technical assistance in applying for apprenticeship registration with the D.C. Apprenticeship Council. Staff also conducts workforce site analyses of employers’ facilities and current workforce to ensure that all requirements are met.

**Faith-Based and Community-Based Business Resources:** FBCOs are marketed to businesses as potential partners who can help employers recruit and retain qualified workers. OES will assist FBCOs in the use of Labor Market Information data to provide relevant

services to employers, provide training to the target customers, and increase access to the services provided via the DCVOS system.

**Mobile One-Stop Career Center:** As part of a 2002 USDOL Faith-Based and Community Initiative grant, a Mobile One-Stop Career Center van was purchased to enhance outreach and service delivery to customers not conveniently located near one of the established neighborhood One-Stop Career Centers. The van is equipped with 10 customer computer work stations that have access to the Internet and a teacher work station equipped with a large viewing screen for computer-assisted teaching.

In the first year of operation, the van appeared at more than 60 events and reached more than 2,000 customers. The van continues to be in great demand for job fairs, workplace literacy training, and other events. Plans are also being made with the hospitality industry to conduct onsite training for local hotels, boosting incumbent worker productivity. The van may also be deployed at construction worksites for immediate recruitment and assessment needs.

***1. Determine the employer needs in the local areas and on a Statewide basis.***

OES determines the needs of District employers using the following methods:

- DCWIC employer needs assessment surveys;
- OES convened forums with representatives from the high-demand/high-growth industries in the District of Columbia to discuss workforce needs. These industries include construction, hospitality, healthcare, and the service industries;
- Industry-based surveys to determine workforce needs;
- Review and analysis of local labor market data and external and internal economic indicators;
- Employer-specific customized services that help businesses find qualified workers; and
- A Business Services Group that offers unique expertise as the primary point of contact with the employer and knows, first hand, the needs of the business customer.

OES assists employers by providing the following core Wagner-Peyser services:

- Recruitment services;
- Education services;
- Labor Market Information services;
- Employer incentives; and
- Staff-assisted services such as applicant pre-screening, referrals, job fairs, tax credit assistance, bonding, and DCVOS.

Expansion and refinement of needs assessment and services to employers in the next two years will emphasize the following, particularly for those employers in high-growth/high-demand industries:

- Improved communications and dialogue fostered between OES, the DCWIC, the Chamber of Commerce, the Board of Trade, the Hospital Association, the Hotel Association and other business organizations;

- Staff integration across workforce development programs to encourage One-Stop system teambuilding;
- Accountability to insure efficient service delivery and outcomes; and
- Enhanced leadership to empower managers in seeking creative solutions to match skilled workers with employers.

OES has developed and implemented a continuum of services that respond directly to the needs of the employer customer. A comprehensive marketing plan has been enhanced by the creation of the Business Services Group. In its marketing effort, OES utilizes local and regional labor market information to identify high-demand/high-growth industries. Current high-demand/high-growth industries are:

- Hospitality
- Construction
- Administrative Support Services
- Business Services
- Healthcare
- Building Services

To ensure that OES is accountable and that employer needs are being met, several critical performance measures were developed by the Workforce Development Bureau and serve as tools to benchmark progress in meeting employer workforce needs. The annual goals are evaluated each month to monitor the effective administration of these services to the business customer.

- Increase by 50% the number of jobs placed in DCVOS directly by the employer.
- Improve the employer customer satisfaction rate with OES services as near to 100% as possible each year.
- Meet employers' hiring needs at an increased rate.
- Process and issue on a timely basis an increased number of employer tax credits.
- Increase the referrals and placement/hire rate of District residents on job orders placed in DCVOS.

OES will focus on strengthening, integrating, and expanding its employer needs assessment methods and strategies; developing services to meet the needs of the high-demand/high-growth industries; and provide assistance to its diverse workforce so jobseekers can join the ready-to-work, qualified applicant pool. OES will expand its partnerships with businesses and labor exchange entities, educational institutions, social service agencies, and FBCOs to develop and enhance the skills and employability of customers in order to meet workforce needs.

***2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.***

This goal has been met. The primary focus of the OES labor exchange system is to provide businesses with seamless service delivery. Through the One-Stop system, Wagner-Peyser

services provide opportunities to connect with potential job applicants at three levels: self-service assisted, self-service, and staff-assisted services. All business services will continue to be designed and implemented to promote maximum satisfaction of workforce needs. The DCWIC recognizes the labor exchange demand market and is moving to fully integrate business services into the One-Stop delivery system process rather than maintain a separate, stand-alone component.

Program initiatives to be further supported by Wagner-Peyser funds include:

**Expanded Reemployment Program (REP):** Operating out of a One-Stop Career Center, OES will administer two USDOL grants to provide job search assistance to customers who have been profiled as the most likely to exhaust their UI benefits. Many of the customers involved in this program are eligible for WIA services and will require access to more intensive core services, assistance in identifying career goals, industry specific training, and referral to appropriate employment opportunities. Placing this program into the One-Stop delivery system affords staff additional resources to help these jobseekers meet the workforce needs of current employers. Once a REP customer utilizing WIA resources receives appropriate assistance, that individual is deemed to be “work ready” and is added to the pool of qualified applicants. Employers will receive increased referrals and be able to recruit from a more comprehensive “work ready” applicant pool. The integration of the REP program into the One-Stop system will enhance business services in the following ways:

- Replicate the program throughout the One-Stop delivery system to assist participants in taking advantage of Wagner-Peyser and WIA services.
- Develop and create diverse partnerships and services to assist the REP customer and provide additional qualified applicants to businesses.
- Develop participant services and resources focusing on high-demand and high-growth occupations.
- Review and restructure customer training, providing training that is industry-specific for high-demand and high-growth occupations.

Moreover, a principal element of the program will be increasing the number of eligibility review interviews, to assure that unemployed individuals are genuinely attached to the labor market and available for work, to enhance the detection and prevention of fraudulent collection of benefits by individuals who continue to collect after returning to work, and to improve the effectiveness of efforts to return claimants to work before they exhaust their benefits. We believe that intensive reemployment assistance will result in more claimants returning to work at a faster pace. In the long run, employers will also benefit from a successful reemployment program as it will help protect the UI Trust Fund and prevent tax rate increases.

**Business Services Group (BSG):** The BSG is comprised of staff trained to market the services of OES to the business community. It works closely with the business community to determine the services and products they need to meet their workforce demands. The BSG will be further integrated into the One-Stop delivery system to enhance and upgrade its effectiveness and will be responsible for the following:

- Implementing a comprehensive marketing and public relations strategy for the business/employer community.



- Building relationships and promoting itself as the primary local source for human resource needs in a high-demand/high-growth job climate.
- Providing key technical assistance and support for employers to access Wagner-Peyser services.
- Outreach to employers/businesses utilizing the One-Stop Mobile Career van to facilitate recruitment events and job fairs.

**Faith-Based and Community-Based Business Resources:** FBCOs will provide job readiness skills, industry related training, social services, and other services to create a pool of highly-skilled, job-ready District residents for high-demand/high-growth occupation. The FBCOs can serve as mini-business service centers where employers can recruit and hire customers. For program years 2007-2008, the department is developing a FBCO “employment retention initiative” that would benefit employers by helping recruit and retain workers with adequate skills. Services would include pre-employment assessments, group and individual counseling sessions focused on life skills development, mentoring, individualized case management, and access to wrap-around services. As presently proposed, the program would consist of a 12-month pilot to be deployed at selected FBCOs in each ward of the city. The criteria for inclusion would include that the FBCO have:

- Strong community identities and 501 (c)(3) outreach capabilities
- Presence in wards 6, 7 and 8 and proximity to potential program participants
- Financial and cost management systems, and
- Experienced staff.

**Human Capital Training Enhancements:** OES recognizes the value of a well-trained, knowledgeable, and responsive staff in delivering services. As in the private sector, staff must have the capacity to continuously access and analyze information, employ new technologies and innovative strategies, and conduct complex relationship building and problem solving. Accordingly, investment in retraining, skills upgrading, and career enrichment will be a high priority.

To meet the need for human capital investment internally, OES plans to expand professional development opportunities with regular coursework offered by the Center for Workforce Development. In addition, through the WDB, customized staff training will be offered to enhance job performance.

### 3. *Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)*

OES administers the Work Opportunity (WOTC) and the Welfare-to-Work (WtW) tax credit programs to help recipients find and maintain employment. The WOTC and WtW programs offer employers tax credits when they hire individuals from target groups. The program is an attractive incentive to hiring disadvantaged and hard-to-serve individuals who have barriers to employment. Employers have provided positive feedback about the program being user-friendly.

To maximize employer participation, the District has made all tax credit forms accessible on the DOES website at [www.does.dc.gov](http://www.does.dc.gov). They can be downloaded, completed, and submitted by the new hire and the employer online. Tax credit information, such as brochures and

pamphlets, is regularly disseminated to the public via mailings and on a walk-in basis. Additional strategies to strengthen and streamline will be implemented and include:

- Integrate the WOTC/WtW program services into the One-Stop system for greater accessibility and benefit to businesses/employers.
- Provide continuous training to One-Stop Career Center staff, Case Managers, the BSG, and other staff to ensure that they are knowledgeable about tax credit incentives.
- Empower staff to issue conditional certifications providing pre-verification of individual eligibility in a specific target group. Create an interface between the Department of Human Services' database and the One-Stop system. This will allow us to verify customer information and issue conditional certifications, thus reducing the certification time for an employer's request and increasing yearly certifications.
- Develop a marketing/promotional strategic plan and package, including display posters to increase awareness and visibility to employers and jobseekers. Host informational booths at all agency sponsored events, job fairs, and recruitments
- Identify and train a One-Stop representative to be directly responsible for technical assistance to staff.
- Collaborate and develop partnerships with community-based organizations that serve large numbers of individuals who qualify for tax credits. Enter into Memoranda of Understanding with these entities that authorize them to verify and issue conditional certifications on the behalf of DOES.

**G. Innovative Service Delivery Strategies (§112(b)(17)(A).)**

- 1. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).**

Success in skills development relies on putting employers' needs at the forefront of the design and delivery of training; supporting individuals in efforts to gain the skills and qualifications they need to achieve the quality of life they want, and improving their employment prospects. To this end, the District is following the best practices of state workforce boards with success in assisting residents attain jobs in high-wage and high-demand occupations or industry sectors. The National Network of Sector Partners (NNSP) has identified four elements that distinguish sector initiatives from conventional programs:

- 1) Target a specific industry, crafting solutions tailored to that industry in the Region;

- 2) Include a strategic partner with deep knowledge of the targeted industry and link the partner to other stakeholders like community colleges or non-profit training organizations;
- 3) Provide training strategies that benefit low-income individuals; and
- 4) Promote systemic change that cultivates a win-win environment by restructuring internal and external employment practices.

The economic forecasts for the District of Columbia indicate growth in the service area occupations and occupations that require higher technology skills. If District residents are to be able to compete in the future workforce, training and re-training must be a major focus of cultivating a competitive workforce. The public schools and other educational institutions must focus on future growth areas in the District. Specifically, they must begin to focus on a new “education” paradigm for those careers that do not necessarily require a college degree. The new paradigm must meet the need for skilled craftsmen and technology-savvy workers.

Educational institutions must be actively included in economic and workforce development planning efforts so that they may adequately prepare the population for future workforce requirements. DOES must provide labor market analysis and forecasts for the future workforce to these educational institutions. Future services and training must be customer-driven and multi-sectored to meet the needs of all customers, including those who have been underserved in the past because of racial, ethnic, cultural, gender, disability, or learning style factors.

The District’s pre-apprenticeship training initiative is an example of an effective and innovative training tool that prepares residents to meet eligibility requirements for in-demand careers. During FY 2005, the Office of Apprenticeship (OA) coordinated five pre-apprenticeship projects with union and non-union apprenticeship sponsors, in which 110 District residents were enrolled. Fifty-four residents successfully completed the training and were accepted as apprentices. In FY 2006, these numbers doubled to 10 pre-apprenticeship projects with union and non-union apprenticeship sponsors in which 240 residents were enrolled and 123 residents successfully completed training and were accepted in regular apprenticeship programs.

Successful organizations know that meeting the growing need for talented employees in the next ten years means equipping the students of today with the right skills. Employers know that educators play an important role in connecting students to employers. By partnering with schools that offer or wish to develop work-based learning experiences for students, DOES and employers help build a pipeline of workers who are knowledgeable and trained for business-specific jobs.

As previously discussed, the DC PS has 12 career academies in senior high schools to provide instruction in high-demand and high-skill industries such as transportation, information technology, pre-engineering, hospitality, tourism, human services, health and medical science, arts-media/communication, business/finance, sales/personal services, construction and design, and law/public safety. To ensure that these academies address the needs of the business community, an Industry Advisory Committee has been established with representation from all of the industries in which the academies provide training. The academies were created in alignment with 188 occupations with career pathways projected to lead to more than 394,818

and 2,031,785 employment positions in the District and the Washington metropolitan area, respectively, by 2010.

Mayor Fenty continues to advance initiatives that yield results. He advocates a stronger union between the educational system and economic development that helps employers feel confident about investing in the District's young adults. It is DOES' mandate to strategically leverage resources in existing partnerships and develop new links to businesses, public agencies, and the education community to build and deliver innovative answers to workforce challenges.

Partnerships will assist DOES to:

- Identify workforce challenges of a new demand-driven economy with new skills and knowledge requirements;
- Creatively include young adults in planning to prepare for the workplace of tomorrow by supported career guidance, training programs, and employer based initiatives;
- Facilitate an increased linkage of employers to educational institutions;
- Develop work-based programs with educational institutions and businesses that will include mentorships, internships, and pre-apprenticeship training; and
- Realize the Mayor's mission of creating a "City of Opportunity" for the current and future workforce.

The department will work collaboratively with the business and educational communities to assure that courses offered in the educational institutions are driven by economic development strategies and that recognize workforce trends. To cultivate a competitive future labor pool, workforce stakeholders must design systems that:

- Provide customer-driven services that are relevant, seamless, and user-friendly.
- Generate complementary strategies between public and private sector education and training programs.
- Link strategically and operationally to economic development.
- Generate incentives that produce positive outcomes from training.
- Provide a competitive advantage to individuals, employers, and the community.
- Provide the customer with a clear picture of the economic advantages of work and reinforce economic independence through work.
- Establish formal partnership agreements high schools, local community colleges, and universities.
- Help develop work-based learning opportunities.

- Provide technical assistance to schools and career counselors to identify needed workplace competencies.
- Develop pre-apprenticeships, on-the-job training opportunities, mentorships, and internships.

DOES is poised to make this investment in District youth by developing strategies that include involvement and commitment by employer partners. Expansion and cultivation of partnerships between DOES, educational institutions, and employers is the foundation to begin cultivating our future demand-driven workforce. To build meaningful and sustaining partnerships between the educational institutions and business/industry, DOES is implementing a comprehensive strategy including the following curriculum components:

- Connect with local educational institutions - establish formal partnership agreements;
- Create work-based learning opportunities- help prepare students to enter the workforce;
- Provide assistance to schools and career counselors;
- Identify needed workplace competencies;
- Develop personal and technical workplace readiness skills;
- Pre-apprenticeships;
- On-the-job training;
- Related classroom instruction;
- Apprenticeship/degree linkage with state college or university;
- Mentorship and Internships - while spending time in a business, industry, and/or other organizations, students gain insight into and direct experience with different types of work environments:
  - Students linked with business, industry, and other organizations
  - Direct experience with diverse work environments
  - Paid or unpaid internships;
  - Course credits;
- Job Shadowing and Workplace Mentoring - these activities are designed to allow students to “shadow” or observe workplace mentors as they go through a normal day on the job. Job shadowing and mentoring provide students with a realistic look at the workplace;
- Work-based learning experiences that will have the following specific outcomes:
  - Help students prepared to enter the workforce
  - Develop positive work attitudes and behaviors

- Teach general workplace readiness skills as well as job-specific skills
- Provide exposure to diverse working environments
- Apply practical theories learned in the classroom to business
- Clarify career choices and
- Network with potential employers.

Work-based learning is a positive for both the employer and young jobseeker. Companies that institute mentorship, job-shadowing, apprenticeship, and internship programs learn firsthand how students can contribute. Businesses discover that working and interacting with employees through these programs raises morale and eliminates the mystery of workplace expectations. Positive experiences with students dispel the fears that employers have about hiring them for full-time employment. Most importantly, businesses that implement these programs cultivate the next generation of qualified workers and attract new customers.

2. *If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.*

The District is not participating in the PRA demonstration, at this time.

- H. *Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.*

The District's workforce investment system has worked with FBCOs in various capacities – as partners in One-Stop Career Centers and as sub-grantees that provide training and support services to targeted populations. The first partnership initiative in 2003 created 17 FBCO partners who worked to direct customers to the One-Stop Career Centers. Many partners also held informational job fairs utilizing the Mobile One-Stop van purchased by DOES with USDOL grant funds.

Efforts intensified in 2007 as the department embarked on an initiative to increase opportunities for FBCOs and other community-based service providers to participate in the One-Stop service delivery system. As part of a three-year strategic plan, DOES has established a team of Community Outreach Facilitators aimed at attracting new organizations and building

stronger relationships with current partners. In Year One, the team developed a comprehensive list of the city's FBCOs, made contact with existing and potential partners, and began evaluating the organizations' programs and need for support and assistance from the department.

One particular need universally identified among community-based providers was for computer training. Starting with current partners, the outreach team is working closely with One-Stop Operations to get FBCOs and other organizations trained in using the DC VOS system and in teaching the system to clients. From July 2007 to June 2008, One-Stop Operations will provide DC VOS training and follow up technical assistance to 45 organizations. As a result of such "train the trainer" instruction, the FBCOs will be asked to provide DC VOS orientation to 100 customers in Year One of the three-year plan, and increase the number of organizations and number of customers by 5 percent in each subsequent year.

Other assistance to FBCOs will include training in:

- WIA requirements;
- professional resume preparation;
- job search techniques;
- interviewing, and
- job readiness.

Strategies to attract new FBCOs to serve targeted populations in the District include:

- Implementing a major informational/outreach campaign via local community-based organizations, churches, and FBCOs.
- Pursuing new partnerships with FBCOs to establish an employment retention program
- Encouraging current partners to work with and mentor proposed FBCOs.
- Designating an FBCO representative on the DCWIC, and
- Showcasing the accomplishments of current FBCO partners to encourage new partnerships.

As part of its three-year strategic workforce plan, the District has begun to decentralize the workforce development and locate more services directly in communities. FBCOs will play a critical role in actualizing this element of Mayor's Fenty vision of a more accessible and community-forward workforce development system. FBCOs are ideal for this endeavor as they have the advantage of being trusted and familiar entities among the citizens they serve. They will gain additional credibility and accountability from assuming more direct career development and case management responsibilities. Through the work of DOES community outreach teams, the District will build the capacity of FBCOs to train individuals and disseminate WIA service information, with the goal of adding 10 new, MOU partnerships with FBCOs in Year One, and a substantial increase in certifications of FBCOs as occupational trainers by 2010.

Over the next three years, the department also will pursue a vigorous campaign to involve more employers in all other aspects of the workforce development process. For FBCOs the focus will be engaging small and community-based businesses – to ascertain their specific needs and encourage them to routinely use DOES and One-Stop centers for recruitment and staff development. This business-first effort will be jointly implemented by the Business

Services Group and One-Stop Operations and will employ several other divisions, most notably the offices of Apprenticeship, Transitional Employment and Youth Programs.

To further assure a well-trained workforce, FBCOs and DOES will assess employer needs in the following ways:

- Survey employers on future workforce needs.
- Educate FBCOs on labor and economic analysis by using LMI data and employer workforce needs and trends.
- Ensure that FBCOs employment strategies are compatible with the economic/job growth forecasts for the District.
- Develop/implement FBCO employer business service centers.
- Pilot one or two community-based FBCO business service centers that serve the needs of small businesses.
- Utilize the unique capability of FBCOs to work more effectively and directly with the “hard-to-serve” customers. Barriers include:
  - Low education
  - Poor work history
  - Poverty
  - Lack of Child Care
  - Lack of Transportation
  - Health conditions
  - Substance abuse
  - Ex-offenders
  - Homelessness
  - Language barriers
  - Disabilities

DOES works closely with FBCOs to expand, design, and promote other market-focused systems and to link additional partners with the computer system at their sites. To enhance this partnership teambuilding, DOES will:

- Develop additional FBCOs computer linkages to One-Stop Career Centers.
- Educate One-Stop Career Center staff on developing partnerships with FBCOs and utilize their strengths and resources in serving additional customers.
- Work closely with FBCOs to design improvements to employer and jobseeker driven service delivery systems.
- Link WIA core services provided by the One-Stop Career Centers more directly to FBCOs, and especially those serving immigrant populations.

The District’s “hot spots” have been identified as areas where FBCOs can be particularly effective in targeting customers and preparing them to obtain and sustain viable employment. FBCOs have the benefit of pre-existing and longstanding relationships with community members, and the flexibility to use resources for more one-on-one contacts. These service providers are not viewed as facilities but more as trusted neighbors.

DOES seeks to address the demands of those most in need by employing an FBCO-strategy that includes the following:



- Working with FBCOs to better integrate WIA services to the “hard-to-serve” customers and replicate those strategies that appear to work with clients with multiple barriers to employment.
- Designating specific FBCOs as resources for support services for certain identified customers;
- Improving channels of exchange between FBCOs and One-Stop Career Center staff and resources when needed, and
- Increasing links between specific FBCOs with private employers so partnerships meet the employer’s workforce needs and support the “hard-to-serve” employee.

## **X. State Administration**

### ***A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.?*** ***(§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)***

DCVOS is the District’s central repository for all data collection, case management, integrated service delivery, performance management, information management, and reporting. DCVOS is a web-based system used by all One-Stop Career Centers, management, and staff. The system provides access to a comprehensive array of services for employers, job seekers, training providers, UI benefits applicants, students, youth, and other customers. In 2006, the department implemented online training applications through DCVOS. In 2007, we launched scan cards to allow electronic entry of information such as workshop scheduling, case manager records, and other One-Stop activities. Implementation of the cards not only increased the reliability of our records, it resulted in a more efficient use of Case Manager time.

Before the inception of WIA, customers using the District’s workforce system received uneven services within a fragmented framework. Within the last five years, the District has improved, integrated, and streamlined most of the services provided to its customers. We have consolidated five major stovepipe systems into one delivery system, Virtual One-Stop (DCVOS). Our One-Stop Career Centers exceed the vision first articulated in our Five Year Workforce Investment Act Plan. Now, customers entering the District’s One-Stop Career Centers experience a common look and feel—a familiarity that communicates that they are in a DOES office, but yet it is different from typical government offices. We have gained knowledge, uncovered challenges, created new strategies, improved processes, and implemented best practices. We have encouraged and cultivated a new culture blended from the best of workers in and out of the workforce system.

Today, internal performance reports are available through the system to monitor staff following up on WIA cases. Staff has access to a daily copy of the database so that customized and ad hoc reports can be created at any time to meet federal or local requirements. DOES management uses these reports and others to develop a comprehensive reporting framework for all programs that are part of the agency’s service delivery to its customers. DCVOS participates in WRIS and FEDES to validate and ensure the accuracy of employment data.

UI registrants are automatically registered in *DCNetworks* and individuals are encouraged to perform job searches as a part of their employment outreach. Significant UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews, and Claim Exhaustion are to be imported in the near future so that the customer's service history will be included in UI services as well as services from all other programs. This will enable Case Managers from multiple program areas to review the array of services provided and avoid duplication of effort. In addition, enhancement of the collection of the Occupational Code at the time of *DCVOS* or UI registration has been implemented. The Occupational Code has allowed additional automated processes for job and skills matching providing UI claimants and other job seekers with access to job openings. Training provider activities are captured and the provider and the customer's progress can be tracked through the system.

All federal reports are generated using *DCVOS* for both WIA and Wagner Peyser. Reports are run from the data validation file, using the USDOL provided software, for submission. Future plans for data validation include imaging the required documents eliminating the need for costly paper files. In the next two years, the plan is to detail the requirements and establish a pilot project for imaging these documents at the time of WIA registration. *DCVOS* is the base repository for the individual records.

Significant emphasis has been placed on using the system for job search. *DCVOS* has expanded access to job search resources available through the system. We now offer customers access to jobs entered directly by employers, job openings recorded by staff, and jobs listed on America's Job Bank, as well as jobs listed in the Washington Post. Information on jobs is also collected from HotJobs and Career Builder. The jobs from all these sites are refreshed automatically several times a week. *DCVOS* is also a portal to other job sites and allows the individual's job search and referral activity to be tracked.

Automated capture of all local Internet job sites so that jobs posted on company web sites can be collected and refreshed on a regular basis and available for search by individuals will be implemented in the near future. Collecting additional, local Internet sites is expected to double the number of jobs available through *DCVOS* for our customers.

The staff that oversees *DCVOS* has been diligent in maintaining and protecting the validity of the data in the system. The District has dedicated considerable resources to this effort and, because it is inclusive of all programs, the system data presents the most fair and accurate portrayal of services.

- A. *What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local Boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)***

The District's workforce development system has evolved through numerous changes over the years. Five major stovepipe programs have been integrated into a single service delivery system, Virtual One-Stop (*DCVOS*). *DCVOS* is a web-based system that provides a full range of One-Stop services to employers, individuals, service providers, and staff. Program

integration has eliminated duplication, reduced operational costs, and allowed the allocation of “saved” resources to service delivery and training.

Technology has been a major player in changing the climate of how we do business. DCVOS allow individuals to be more hands-on in their job and training endeavors without staff intervention or assistance. This enhancement, along with staff cross training, has allowed the workforce development system to utilize existing staff to deliver multiple services and to target more resources on service delivery and training.

As discussed earlier, over the life of the five year plan, as many as thirteen One-Stop Career Centers have been strategically located throughout the city. However technological advancements have streamlined service delivery and enabled the District to close some centers and adjust services in others.

***B. Describe the State’s plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).***

The District of Columbia uses the funds reserved for statewide activities in accordance with the Mayor’s priorities as follows:

- Strengthening the linkage between workforce and economic development
  - Strengthening business services
  - High-growth, high-demand industry training
- Addressing District literacy issues
- Supporting DC Public Schools Career Academies
- Continued improvement in services for LEP customers
  - Material Translation
  - Staff
  - Technology
- Expand the network of faith and community-based partnerships
  - Hot Spots
  - Ex-Offenders
  - TANF

The District will continue to invest in all WIA-required statewide employment and training activities and several optional activities in support of Mayor Anthony Fenty’s goals for the public workforce investment system. The activities are consistent with WIA Title I-B Sec.134 (a)(2)(B) and Sec. 134 (a)(3). Statewide activities include:

- Evaluating the provision of services offered by the One-Stop system;
- Maintain and improve Virtual One-Stop;
- Maintain the District’s list of eligible training providers;
- Assist in the operation of the One-Stop Career Center system;
- Provide technical assistance to One-Stop staff;
- Provide capacity building and technical assistance to partners;
- Implement innovative customized/incumbent worker training; and
- Implement programs targeted to the District’s Persistent Problem Areas.

In addition, the District will reserve up to 25% of dislocated worker funding for Rapid Response activities. It is District's intent to use the Governors 15% set-aside pursuant to

Wagner-Peyser section 7 (b)(2), as amended, to support staff positions in the One-Stop Career Centers to allow staff to provide a higher level of services to claimants who face significant barriers to reemployment. These early interventions benefit both business and individuals by rapidly addressing claimants' needs and reducing the interval between unemployment and successful reemployment and job retention.

***C. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189(i)(4)(A), and 192 .)***

The District is submitting the following waiver request with this modification to the State Plan:

- A waiver allowing the District of Columbia to use, on a voluntary basis, up to 15% of Adult and Dislocated formula allocation funds to support incumbent worker training programs.
  - Support projects that further job retention and career development for improved economic self-sufficiency for employed workers including those most vulnerable to job loss;
  - Increases capacity of the workforce development system to support incumbent worker training;
  - Provides for an increased understanding on “return of investment” particularly through outcome measures;
  - Provides support to projects that increase the capability of companies to access and retain skilled workers; and
  - Improves the economic and business climate in the District.

In 2005, as part of this plan, the District of Columbia submitted for USDOL approval the following waivers to further enhance the District’s workforce investment system. Detailed explanations of each are attached.

- A waiver to increase the transfer of funds up to 100% of a program year allocation between the Adult and Dislocated Worker funding streams.
  - More workforce customers will have access to core, intensive, and training services;
  - WIA Administrators will have added flexibility to move funds where they are needed.
- A waiver allowing additional time to recertify training providers.
  - Will allow more time to assess performance.

In 2006, the District submitted and received USDOL approval of a waiver to allow the replacement of the 17 measures (15 core and 2 customer satisfaction) with the Common Measures delineated in TEGL 17-05. This waiver provides accountability while improving program management and performance.

***D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL)***

*15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.*

- 1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)*

Because of the District of Columbia's position as a "city-state," its workforce performance accountability system is a multi-layered operation consisting of a number of controls to ensure compliance with federal and local requirements. WIA performance is tracked primarily through DCVOS, while data is collected and interpreted by a skilled "performance monitoring team." Separate divisions exist to monitor training providers, financial operations, and customer satisfaction measures not quantified under WIA performance goals.

In December 2006, the USDOL approved the District's request for a waiver to move from an evaluation based on "performance measures" to "common measures." This change was made to foster greater efficiency and consistency through a more streamlined method of reporting the core results of the workforce investment system.

Internal performance reports are used to monitor staff follow-up on WIA cases. DOES has access to a daily copy of the database so that customized and ad hoc reports can be created at any time to meet federal, local or city requirements. DOES management uses these reports and others to develop a comprehensive reporting framework for all programs that are part of the agency's service delivery to its customers. The District's workforce investment system participates in WRIS and FEDES in an effort to ensure accuracy and validation of employment data in the system. The District continues to work to acclimate staff to the common measures, and to tailor DCVOS to the new requirements.

In addition to US DOL requirements, District agencies are subject to a meeting a variety of performance goals, as required by Congress, the Mayor or the Council of the District of Columbia (City Council). The Fiscal Year 2006 Performance Accountability Report was produced by the Mayor's office and submitted to the Congress and City Council in January 2007. For the purposes of this review, DOES was divided the agency into four sectors: Workforce Development; Labor Standards; Unemployment Insurance, and Agency Management. Each sector was evaluated on several points to determine the agency's performance level over a two-year period (from FY 2004 through FY 2006), and new performance targets were set for the next two fiscal years (FY 2007 and FY 2008). All four DOES sectors received "Significantly Exceeded Expectations" ratings for FY 2006. These

rankings were alternately below, in line or improved over rankings gathered from the previous two fiscal years. (See Attachment D: *"FY 2006 Performance Accountability Report"*)

Equally important to the perceived success and effectiveness of the agency is the satisfaction level among the public. Customer expectations are solicited through personal contact, surveys, and communications with various customer and advocacy groups. Within the DOES, there are two, distinct divisions directly charged with monitoring customer satisfaction: the Customer/Employer Satisfaction Survey Call Center, which conducts DCVOS-generated surveys after customers (including employers) are exited from the system. The other division is the Customer Service unit, which has responsibility for ensuring agency-wide adherence to customer service standards as established by the Mayor and DOES administrators.

DOES has a number of its own performance management tools that are used to review the programs and processes operating within its one-stop delivery system. The findings and recommendations from these assessments help the agency determine what changes or technical assistance is needed to improve or expand DOES operations. Such assistance might consist of staff development activities, "train the trainer" workshops; information technology enhancements; agency restructuring and personnel realignments, and programmatic changes.

- Monthly Report Card – a system of reviewing all workforce-related programs and activities that helps management identify consistently effective programs as well as workforce system weaknesses. Under this program, One-Stop staff from all centers gather to evaluate center activities and determine if annual goals are being met in areas such as job training and WIA service delivery.
- Case Management Institute (CMI) – CMI was developed to standardize best practices in case management for all staff responsible for providing employment related services to customers. These monthly training sessions on a variety of workforce development activities, including Virtual One Stop, customer service standards and practices, performance innovations, and departmental policies and procedures.
- Quality Assurance (QA) Team – QA continuously monitors overall performance through system generated reports. These reports measure multiple elements of case management productivity.
- Customer Satisfaction Reports (CSRs) – CSRs are used to monitor the quality of services provided by the Districts One-Stop Career Centers. Customer feedback is reviewed and appropriate recommendations are made to provide continuous improvement of services.
- Technical Performance Team (TPT) – This diverse team consist of program and performance staff, system administrators, workforce project leaders, and senior managers who identify areas where technical and administrative assistance is needed.

Overall, the District has performed exceptionally well on all federal youth standards, fairly well with dislocated workers, and average with adults, although negotiated standards were met. Of particular concern is the Adult Placement Rate.

Since the height of the most recent recession, the national unemployment rate has fallen from 6.3% in June 2003 to 5.5% in March 2007. In this same period, however, the District's

unemployment rate climbed to its highest level since August 1998, reaching 9.0% in December 2004. On the urban-rural continuum nationally, economic and employment growth has been most robust in suburban and exurban areas while inner cities have lagged behind significantly. This phenomenon certainly pertains to the Washington metropolitan area where the PMSA has an unemployment rate (3%) that is 64% lower than that of the District. Looking at other major cities, the District ranks in the middle, doing better than cities such as Detroit, for example, which has a 13.6% unemployment rate and Fresno at 11.2%, but not as well as Richmond and New Orleans, which both have unemployment rates of 6.1%.

Efforts to put residents to work are hampered by the existence of a significant population cohort that is unable to productively participate in the workforce. These individuals confront a daunting complex of workforce participation barriers. Many lack the education necessary to thrive in the 21<sup>st</sup> Century labor market. The District suffers a school dropout rate that is among the highest in the nation and ranks near the bottom nationally in adult literacy.

Unemployment, income, and social pathology data demonstrate that the great majority of chronically unemployed, hard-to-serve District residents are concentrated in a limited number of discrete geographical pockets located throughout the District. These pockets of misery are characterized by high crime rates, large numbers of at-risk youth, debilitating poverty, and pervasive substance abuse.

Literacy and other barriers aside, the continued narrowing of the District's economic base presents enormous problems in terms of the District's capacity to place its citizens in quality jobs.

Next steps in performance management include preparation for the Mayor's Fiscal Year 2007 performance accountability review, and development of new performance standards by the DC WIC, which are expected to be issued in conjunction with the board's comprehensive workforce plan in 2008.

***2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)***

The District does not specifically target any applicant groups for tracking. However, DCVOS has the capacity to track and report on any applicant group. We are able to track and report on applicant groups by locations that include city quadrants, zip codes, voting wards, and census tracts. DCVOS enables the workforce development system to support various local economic development initiatives.

***3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?***

Currently, the District does not have formal performance measures in addition to those prescribed by WIA. However, the DCWIC One-Stop Committee has been looking at ascribing several new measures important to the local area.

***4. Describe the State's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by USDOL), use of quarterly wage records (including how your State accesses wage records), and how the***

***Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)***

DCVOS is the District's integrated common data/reporting system that also serves as a powerful online job seeker/workforce services system. It was specifically designed for job seekers, students, case managers, employers, training providers, workforce professionals, and others seeking benefits and services. Currently, we are finalizing a DCVOS enhancement that will allow partners to utilize the system to case manage customers enrolled in the *DCNetworks/DC/VOS* system. *DCNetworks* participates in WRIS and FEDES data exchanges in an effort to ensure accuracy that validates employment data in the system.

The DCVOS information system has begun receiving information from the UI system automatically. UI registrants are automatically registered in DCVOS and individuals are encouraged to perform job searches as a part of their employment outreach. Significant UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews, and Claim Exhaustion are to be imported in the near future so that the customer's service history will be included in UI services as well as services from all other programs. This will enable Case Managers from multiple program areas to review the array of services provided and avoid duplication of effort. Future plans call for tighter integration with checking DCVOS to see that job searches and referrals have either been staff recorded or the individual has used the system to search for jobs.

***5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)***

The Mayor and DCWIC will continue to encourage the private sector to take a significant role in public/private partnerships. This will continue to occur as private sector allies increasingly see these partnerships as directly and positively impacting their business operations. Partnerships do and will require frank input and feedback from partners, educating partners on their responsibilities, and clarifying what each contributes to the success of all. The department will continue revamping partnerships with other government agencies, especially those outlined in WIA. "Turf battles" have and will continue to be reduced and trust increased through the common goals that have been established and the open communication that currently exists.

The Mayor and the DCWIC have agreed on the following strategies to ensure collaboration with key partners and continuous improvement of the District's workforce investment system:

- Support the District's economic development plan;
- Enhance workforce system capacity building among partners;
- Increase DCWIC business participation by soliciting ideas on the District's workforce system to elevate it to a fully demand-driven system;
- Improve efficiency by improved integration among partners and elimination of duplication;
- Fully support literacy programs.

***6. How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards***



*use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)*

The DCWIC along with the Workforce Development Bureau evaluate performance at various levels and timeframes. This evaluation process encompasses the review of weekly reports related to case management, training, and exits and follow-up by the Bureau's performance team. In the event of current or projected negative performance expectations, immediate technical assistance is provided to the problems area(s) with timeframes for improvement. Further, the Bureau collects information on various workforce programs activities for monthly report cards which city agencies must prepare for the Mayor. These monthly report cards provide the Mayor and the Deputy Mayor for Economic Development with current information to compare and/or contrast performance against federal quarterly, annual, and other local workforce system reports. The DCWIC reviews and provides comments/recommendations on all federal reports submitted by the District. Periodically, the DCWIC's One-Stop Committee will also request performance updates.

- 7. *What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.***

At present, the District is moving toward full implementation of Common Measures polices. The District is part of a consortium consisting of the six states that use the proprietary Virtual One-Stop base product for WIA and Wagner-Peyser programs. Conference calls have already taken place on the system specifications for the individual registration requirement, literacy and numeracy, and Wagner-Peyser participation.

In addition, the District has undertaken the following actions:

- Analysis and review of impact on the *DCNetworks* system;
- DCVOS specification review to determine cost and conversion timeframe;
- Presented Common Measures to the DCWIC employers for analysis and recommendations;
- Initial training of performance and management teams;
- First round training for performance, management, and One-Stop staff;
- Processing current performance data into the Common Measure outcomes;
- Discussing program realignment to achieve Common Measure performance.

- 8. *Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)***

Performance targets are applied to all One-Stop Career Centers and quarterly reports are generated. Weekly reports are produced and sent electronically to assist Case Managers to monitor employment status of current and former participants. Based on monthly reviews, DOES identifies centers or staff needing technical assistance.

Customers who are dissatisfied with the resolution of their EEO complaints may file a complaint with the CRC. Such complaints must be filed within 30 days of the date the customer received Notice of Final Action.

### ***Administrative Provisions***

#### ***9. Provide a description of the appeals process referred to in §116(a)(5)(m).***

If a complainant does not receive a decision within 60 calendar days of filing the complaint or receives an unsatisfactory decision, the complainant then has the right to request a review of the complaint by the Mayor of the District of Columbia or his designee. The request for Mayoral review must be filed within 10 calendar days of the adverse decision or 10 calendar days from the date on which the complainant should have received the decision. The Mayor or the designee will issue a decision within 60 calendar days. Should the Mayor or his designee fail to provide a decision within 60 calendar days of the complainant's request for review or should the complainant dispute the decision of the Mayor or his designee, the complainant may file an appeal with the Secretary, U.S. Department of Labor.

Appeals to the Secretary, U.S. Department of Labor, based on lack of timeliness on the part of the District must be made within 120 calendar days of the date that the request for Mayoral review was filed. Appeals based on a dispute of the Mayoral decision must be filed within 60 calendar days of the date the Mayor decision was issued. The Secretary, U.S. Department of Labor, must make a final decision on an appeal no later than 120 days receiving the appeal. Appeals to the Secretary, U.S. Department of Labor, must be submitted by certified mail, return receipt request to: The Secretary; U.S. Department of Labor, Attn: ASET, Washington, DC 20210

#### ***10. Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188.***

To ensure the District is fully compliant with the non-discrimination requirements outlined in §188 an Equal Employment Officer (EEO) has been appointed to monitor, investigate, and review written policies. The EEO officer has the same responsibility regarding persons with disabilities. If a customer wishes to lodge an EEO complaint they must do so within 180 days from the date of the alleged violation with the designated EEO Officer. Customers can also opt to file a complaint directly with the U.S. Department of Labor's Civil Rights Center (CRC).

Customers electing to file a complaint with the EEO Officer, must wait until a written Notice of Final Action, or until 90 days have passed, whichever is sooner, before filing with the CRC. If a written Notice of Final Action is not received within 90 days of the filing of the complaint, the customer does not have to wait for a decision to be issued, but may file a complaint with the CRC within 30 days of the expiration of the 90-day period.

## **XI. Assurances**

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
  - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
  - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
  - c. the State has taken appropriate action to secure compliance with section 184(a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215).)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)

6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:

- 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments  
(as amended by the Act)

- 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

- OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:

- SF 424 B --Assurances for Non-construction Programs

- 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29  
CFR § 37.20

- CFR part 93 --Certification Regarding Lobbying (and regulation)

-29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications  
(and regulation)

•Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy,  
including specific appropriations legislation, the Workforce Investment Act, or subsequent  
Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has  
been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will  
be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be  
provided by merit-based public employees in accordance with USDOL regulations.
14. The State assures that it will comply with the MSFW significant office  
requirements in accordance with 20 CFR part 653.
15. The State certifies it has developed this Plan in consultation with local elected  
officials, local workforce boards, the business community, labor organizations and  
other partners.
16. As a condition to the award of financial assistance from the Department of Labor  
under Title I of WIA, the grant applicant assures that it will comply fully with the  
nondiscrimination and equal opportunity provisions of the following laws:  
-- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits  
discrimination against all individuals in the United States on the basis of race, color,  
religion, sex, national origin, age, disability, political affiliation or belief, and against  
beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant  
authorized to work in the United States or participation in any WIA Title I--financially

assisted program or activity;

- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;

- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance. The State assures that funds will be spent in accordance with the Workforce Investment Act, the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable federal and state laws and regulations.

## APPENDIX 1

### REFERENCE LIST

#### **Publications/Reports**

The Brookings Institution Greater Washington Research Program: "Reducing Poverty in Washington, D.C. and Rebuilding the Middle Class from Within," Martha Ross and Brooke DeRenzis, March 2007

The Brookings Greater Washington Research Report: "At Home in the Nations Capital: Immigrant Trends in Metropolitan Washington," Audrey Singer, June 2003

Executive Office of the Mayor, Government of the District of Columbia: "100 Days and Beyond: 2007 Action Plan for the District of Columbia," Mayor Adrian M. Fenty, January 2007

Wider Opportunities for Women: "Making Work Pay in the District of Columbia: A Blueprint for Action for the D.C. Workforce Development System," Heidi Goldberg, 2005

State Education Agency, Adult Education & Family Literacy, University of the District of Columbia: "The State of Adult Literacy Report: Investing in Human Capital," David Mack, Keith Watson, and Stacey Downey, 2007

Public/Private Ventures: "Promoting Opportunity: Findings from the State Workforce Policy Initiative on Employment Retention and Advancement," Carol Clymer, Anne Roder and Brandon Roberts, September 2005

DC Chamber of Commerce "2007 Public Policy Agenda"

DC Chamber of Commerce: "Taking the Business Community to the Next Level"

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DC Department of Employment Services: "Labor Market Information "Covered Employment and Wages by Industry," July-September 2003

DC Workforce Investment Council: "The District's State of the Workforce Overview," January 2003

Metropolitan Washington Council of Governments: "Our Changing Region-Census 2000"

"State of the Workforce: Preliminary Data DC Workforce Investment Committee"

Gary Yakimov, 2003

George Mason University Center for Regional Analysis, School of Public Policy: "The Vulnerability of the Greater Washington Economy in the 21<sup>st</sup> Century," Dr. Roger R. Stough, 2005

George Mason University Center for Regional Analysis, School of Public Policy: "The Economic Outlook for the Washington Area and the District of Columbia," Dr. Stephen Fuller, 2004

George Mason University Center for Regional Analysis, School of Public Policy: "The Economy in Washington DC in 2005 and Beyond", 2004, Dr. Stephen Fuller, George Mason University, Center for Regional Analysis, School of Public Policy

George Mason University Center for Regional Analysis, School of Public Policy: "The Employment Sectors of Washington DC and the Downtown Business Improvement District," Dr. Stephen Fuller, 2003

### **Web sites**

U.S. Census Bureau: American Community Survey

U.S. Census Bureau: Census 2000

U.S. Census Bureau: Census 2000 EEO Data

[www.census.gov](http://www.census.gov)

Center for Regional Analysis, George Mason University - <http://www.cra-gmu.org>

DC Office of Planning and Economic Development: Economic Indicators

DC Office of State Planning: "DC By the Numbers"

DC Office of State Planning: Census 2000

[www.dclibrary.org/sdc](http://www.dclibrary.org/sdc)

Delta Associates: Trendlines: 2005 Washington/Baltimore Regional Report

Delta Associates Trendlines: Urban Institute

Delta Associates: Washington DC Regional Economy: Year End Review 2004

[www.deltaassociates.com](http://www.deltaassociates.com)

U.S. Department of Labor: Bureau of Labor Statistics - [www.bls.gov](http://www.bls.gov)

Downtown Business Investment District - [www.downtowndc.org](http://www.downtowndc.org)

Federation for American Immigration Reform: Immigration Impact

Federation for American Immigration Reform: Immigration Data for Washington DC

[www.fairus.org](http://www.fairus.org)

Metropolitan Washington Council of Governments - [www.mwcog.org](http://www.mwcog.org)

Greater Washington Initiative: Regional Analysis - [www.greaterwashington.org](http://www.greaterwashington.org)

Washington, DC Marketing Center - [www.dcmarketingcenter.com](http://www.dcmarketingcenter.com)



## APPENDIX 2

Name of WIA Title I Grant Recipient Agency:

### PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

**Name of WIA Title I Grant Recipient Agency:** DOES – Department of Employment Services

Address: 64 New York Ave, NE

Washington, DC 20002

Telephone Number: (202) 671-1900

Facsimile Number: (202) 673-6976

E-mail Address: summer.spencer@dc.gov

**Name of State WIA Title I Administrative Agency** (if different from the Grant Recipient):

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

**Name of WIA Title I Signatory Official:** Summer Spencer

Address: 64 New York Ave, NE

Washington, DC 20002

Telephone Number: (202) 671-1900

Facsimile Number: (202) 673-6976

E-mail Address: summer.spencer@dc.gov

**Name of WIA Title I Liaison:** Norman Aynbinder

Address: 609 H Street, NE

Washington, DC 20002

Telephone Number: (202) 698-5146

Facsimile Number: (202) 673-8630

E-mail Address: Norman.aynbinder@dc.gov

**Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:**

DOES – Department of Employment Services

Address: 64 New York Ave, NE

Washington, DC 20002

Telephone Number: (202) 671-1900

Facsimile Number: (202) 673-6976

E-mail Address: summer.spencer@dc.gov

**Name and title of State Employment Security Administrator (Signatory Official):**

DOES – Department of Employment Services

Address: 64 New York Ave, NE

Washington, DC 20002

Telephone Number: (202) 671-1900

Facsimile Number: (202) 673-6976

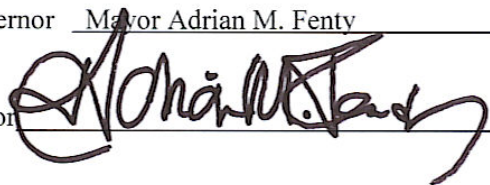
E-mail Address: summer.spencer@dc.gov

As the Governor, I certify that for the State/Commonwealth of the District of Columbia, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor Mayor Adrian M. Fenty

Signature of Governor



Date

5/21/07



ADRIAN M. FENTY  
MAYOR

The Honorable Elaine Chao  
Secretary of Labor  
United States Department of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210

Dear Secretary Chao:

This letter is to advise you that I am delegating signature authority for the following to the Director of the DC Department of Employment Services:

- District of Columbia Five Year Strategic Plan for Title I of the Workforce Investment Act of 1998;
- Unified Workforce Investment Act;
- All grant applications and modification agreements for the Workforce Investment Act (to include programs authorized within the Wagner-Peyser Act, as amended).

Sincerely,

A handwritten signature in dark ink, appearing to read "Adrian M. Fenty".

Adrian M. Fenty, Mayor